

Cambridge International AS & A Level

BUSINESS**9609/22**

Paper 2 Business Concepts

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 **38** 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.

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

To award	Annotation	Comment	Use on Paper 2
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 focussed 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> promotion method.</p> <p>Indicative content</p> <p>Promotion methods ✓ :</p> <ul style="list-style-type: none"> • advertising/advertisement • sales • direct • digital • packaging • branding <p>Accept only the answers above</p> <p><i>Do not accept examples of a method (i.e. social media or social media promotion), unless the method is specified (i.e. social media <u>advertising</u>).</i></p> <p><i>If more than one answer is given, only mark the first, reading from top left to bottom right.</i></p>	1								
1(a)(ii)	<p>Explain the term <i>capital expenditure</i> (line 16).</p> <table border="1" data-bbox="327 933 1866 1399"> <thead> <tr> <th data-bbox="327 933 1102 1029">AO1 Knowledge and understanding 1 mark</th><th data-bbox="1102 933 1866 1029">AO2 Application 2 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="327 1029 1102 1171"></td><td data-bbox="1102 1029 1866 1171"> 2 marks Developed application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="327 1171 1102 1298"> 1 mark Knowledge of one relevant point is used to answer the question. </td><td data-bbox="1102 1171 1866 1298"> 1 mark Limited application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="327 1298 1102 1399"> 0 marks No creditable response. </td><td data-bbox="1102 1298 1866 1399"> 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
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.									

Question	Answer	Marks									
1(a)(ii)	<p>Indicative content</p> <p>Definition of capital expenditure: the purchase of non-current assets that are expected to last for more than one year, such as buildings and machinery.</p> <p>AO1 Knowledge and understanding Knowledge of business expenditure <small>K</small>, may include:</p> <ul style="list-style-type: none"> • Purchasing • Buying • Spending money on • Investing in <p>AO2 Application Explanation of capital expenditure <small>APP</small> may include:</p> <ul style="list-style-type: none"> • <u>Non-current assets</u> • <u>Fixed assets</u> • <u>Assets expected to last for more than a year/12 months</u> <p>Context applied to capital expenditure way <small>APP</small>, including:</p> <ul style="list-style-type: none"> • Any example of capital expenditure, including: • Machinery • Property • Factories <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1" data-bbox="332 1117 1787 1343"> <tr> <td data-bbox="332 1117 893 1181">Knowledge & understanding</td><td data-bbox="893 1117 1787 1181">Knowledge of business expenditure</td><td data-bbox="1787 1117 1787 1181">1 mark</td></tr> <tr> <td data-bbox="332 1181 893 1244">Explanation</td><td data-bbox="893 1181 1787 1244">Application to capital expenditure</td><td data-bbox="1787 1181 1787 1244">1 mark</td></tr> <tr> <td data-bbox="332 1244 893 1343">Context</td><td data-bbox="893 1244 1787 1343">Applied to a business context/ business environment</td><td data-bbox="1787 1244 1787 1343">1 mark</td></tr> </table>	Knowledge & understanding	Knowledge of business expenditure	1 mark	Explanation	Application to capital expenditure	1 mark	Context	Applied to a business context/ business environment	1 mark	
Knowledge & understanding	Knowledge of business expenditure	1 mark									
Explanation	Application to capital expenditure	1 mark									
Context	Applied to a business context/ business environment	1 mark									

Question	Answer	Marks																					
1(a)(ii)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="339 215 1230 276">Exemplar and annotations</th> <th data-bbox="1230 215 1316 276">Marks</th> <th data-bbox="1316 215 1513 276">Rationale</th> </tr> </thead> <tbody> <tr> <td data-bbox="339 276 1230 446">Buying <input type="checkbox"/> non-current assets <small>APP</small>, like machinery <small>APP</small></td><td data-bbox="1230 276 1316 446">3</td><td data-bbox="1316 276 1848 446">Knowledge of expenditure with explanation of capital and a valid example of something that can be bought using capital expenditure.</td></tr> <tr> <td data-bbox="339 446 1230 552">When a business purchases <input type="checkbox"/> things that are likely to be used or owned for more than 12 months <small>APP</small></td><td data-bbox="1230 446 1316 552">2</td><td data-bbox="1316 446 1848 552">Knowledge of expenditure and explanation of what capital is.</td></tr> <tr> <td data-bbox="339 552 1230 684">A vehicle <small>APP</small> is an example of capital that is purchased <input type="checkbox"/></td><td data-bbox="1230 552 1316 684">2</td><td data-bbox="1316 552 1848 684">An example followed by the knowledge of expenditure. Only award if the K is present.</td></tr> <tr> <td data-bbox="339 684 1230 774">Capital expenditure is when a business purchases <input type="checkbox"/> capital items, such as a vehicle <small>APP</small></td><td data-bbox="1230 684 1316 774">2</td><td data-bbox="1316 684 1848 774">Knowledge of purchasing and an example.</td></tr> <tr> <td data-bbox="339 774 1230 897">Buying <input type="checkbox"/> day to day things like inventory</td><td data-bbox="1230 774 1316 897">1</td><td data-bbox="1316 774 1848 897">The knowledge mark for understanding of expenditure, but the rest of the answer is incorrect – this is revenue expenditure.</td></tr> <tr> <td data-bbox="339 897 1230 1076">Capital expenditure is when a business has expenditure on capital items, like machinery.</td><td data-bbox="1230 897 1316 1076">0</td><td data-bbox="1316 897 1848 1076">This is a tautology. Although the example is right, they cannot be awarded without K.</td></tr> </tbody> </table>	Exemplar and annotations	Marks	Rationale	Buying <input type="checkbox"/> non-current assets <small>APP</small> , like machinery <small>APP</small>	3	Knowledge of expenditure with explanation of capital and a valid example of something that can be bought using capital expenditure.	When a business purchases <input type="checkbox"/> things that are likely to be used or owned for more than 12 months <small>APP</small>	2	Knowledge of expenditure and explanation of what capital is.	A vehicle <small>APP</small> is an example of capital that is purchased <input type="checkbox"/>	2	An example followed by the knowledge of expenditure. Only award if the K is present.	Capital expenditure is when a business purchases <input type="checkbox"/> capital items, such as a vehicle <small>APP</small>	2	Knowledge of purchasing and an example.	Buying <input type="checkbox"/> day to day things like inventory	1	The knowledge mark for understanding of expenditure, but the rest of the answer is incorrect – this is revenue expenditure.	Capital expenditure is when a business has expenditure on capital items, like machinery.	0	This is a tautology. Although the example is right, they cannot be awarded without K.	
Exemplar and annotations	Marks	Rationale																					
Buying <input type="checkbox"/> non-current assets <small>APP</small> , like machinery <small>APP</small>	3	Knowledge of expenditure with explanation of capital and a valid example of something that can be bought using capital expenditure.																					
When a business purchases <input type="checkbox"/> things that are likely to be used or owned for more than 12 months <small>APP</small>	2	Knowledge of expenditure and explanation of what capital is.																					
A vehicle <small>APP</small> is an example of capital that is purchased <input type="checkbox"/>	2	An example followed by the knowledge of expenditure. Only award if the K is present.																					
Capital expenditure is when a business purchases <input type="checkbox"/> capital items, such as a vehicle <small>APP</small>	2	Knowledge of purchasing and an example.																					
Buying <input type="checkbox"/> day to day things like inventory	1	The knowledge mark for understanding of expenditure, but the rest of the answer is incorrect – this is revenue expenditure.																					
Capital expenditure is when a business has expenditure on capital items, like machinery.	0	This is a tautology. Although the example is right, they cannot be awarded without K.																					

Question	Answer	Marks
1(b)(i)	<p>Refer to Table 1.1. Calculate the labour turnover rate for PP in 2023.</p> <p>Formula: $\frac{\text{Number of employees who left a business within a time period}}{\text{Total number of employees in a business}} \times 100 \text{ (1)}$</p> <p>OR</p> $\frac{100 + 14}{450 + 120} \times 100 \text{ (1)}$ $\frac{114}{570} \times 100 \text{ (1)}$ $= 20\% \text{ (3)}$ <p>If the candidate calculates each division's labour turnover, award one mark for each correct answer, to a maximum of two marks in total.</p> $\frac{100}{450} \times 100 = 22.22\% \text{ (1) (accept 22.2 (recurring*), 22.2 and 22 i.e. any correct rounding)}$ $\frac{14}{120} \times 100 = 11.67\% \text{ (1) (accept 11.66 (recurring*), 11.67, 11.7 or 12 – i.e. any correct rounding)}$ <p>Do not accept 11.6 or 11.66 (incorrect rounding)</p> <p>Answer of 0.2 should be awarded 2 marks with working.</p> <p><i>A recurring number can be shown as a dot above the recurring number i.e. 11.6 or three dots after the recurring number i.e. 22.2</i></p>	3

Question	Answer		Marks	
1(b)(i)	Examples and annotations			
	<table border="1"> <thead> <tr> <th data-bbox="323 266 480 298">Marks</th><th data-bbox="480 266 1221 298"></th></tr> </thead> </table>		Marks	
Marks				
<p>3 marks Correct answer 20% or 20</p>		Working and % sign do not matter.		
<p>2 marks Both of the following:</p> <ul style="list-style-type: none"> • Formula • Correctly calculated employees who left (114) AND correctly calculated total employees (570) <p>OR An incorrect answer with one mistake allowing OFR for final stage.</p> <p>OR Candidate has correctly calculated the labour turnover for both divisions (Growing 22.22% and Retail 11.67%)</p> <p>OR An answer of 0.2 (candidate did not multiply by 100) with appropriate working.</p>		<p>To award two marks, there must be</p> <ul style="list-style-type: none"> • Two ✓ and a ✗ <p>OR</p> <ul style="list-style-type: none"> • One ✓, one ✗ and one OFR 		
<p>1 mark One of the following:</p> <ul style="list-style-type: none"> • Correct formula • Correctly calculated employees who left (114) AND correctly calculated total employees (570) <p>OR Candidate has correctly calculated the labour turnover for one division (Growing 22.22% and Retail 11.67%)</p>		<p>To award one mark, there must be:</p> <ul style="list-style-type: none"> • One ✓ and two ✗ 		
<p>0 marks No creditable content.</p>		<p>To award zero marks, there must be</p> <ul style="list-style-type: none"> • One ✗ 		

Question	Answer		Marks
1(b)(ii)	<p>Explain <u>one</u> possible impact on PP of its employees being trade union members.</p>		3
		AO1 Knowledge and understanding 1 mark	AO2 Application 2 marks
1 mark Knowledge of one relevant point is used to answer the question.		2 marks Developed application of one relevant point to a business context.	
0 marks No creditable response.		1 mark Limited application of one relevant point to a business context.	
0 marks No creditable response.		0 marks No creditable response.	
Indicative content <p>AO1 Knowledge and understanding Knowledge of trade union involvement <input type="checkbox"/> (max 1 mark), including: Positive, including: <ul style="list-style-type: none"> • collective bargaining • job security • higher wages • increased employee welfare • better working conditions • communication between employers and employees AO2 Application Explanation of why Trade Union involvement will have an impact on PP <input type="checkbox"/> (max 1 mark), including: <ul style="list-style-type: none"> • collective bargaining; may mean higher wages for employees • job security; workers are less likely to leave • higher wages; avoid a strike </p>			

Question	Answer	Marks									
1(b)(ii)	<p>• increased employee welfare; which the business has to pay for • better working conditions; because of collective bargaining • communication between employers and employees; improving coordination</p> <p>Negative impacts, including:</p> <ul style="list-style-type: none"> • industrial action (strikes, work to rule etc.); to improve working conditions • loss of productive time; reducing the businesses ability to manufacture products • increased costs; from increased wages. <p>Context applied to an impact of trade union involvement at PP <small>APP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • The growing division has 100% trade union membership – which may mean more impacts (positive and negative) • The retail division has only 25% trade union membership – which may mean employees do not share the same impacts (positive and negative). • 450 employees from the growing division are trade union members – but only 30 employees from the retail division are trade union members. • In total 480 employees are trade union members – which is 84% (rounded) of the entire workforce. • The salary for the growing division may be higher – than the salary for the retail division. • PP is a private limited company • 12 large shops in in countryside within country Q with fields near the shops. • Outsourcing used in retail division, not (as far as is known) in farming division. <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1" data-bbox="323 1049 1828 1292"> <tbody> <tr> <td data-bbox="323 1049 548 1144">Knowledge & understanding</td><td data-bbox="548 1049 1648 1144">Knowledge of trade union involvement</td><td data-bbox="1648 1049 1828 1144">1 mark</td></tr> <tr> <td data-bbox="323 1144 548 1208">Explanation</td><td data-bbox="548 1144 1648 1208">Explanation of an impact on PP from trade union involvement</td><td data-bbox="1648 1144 1828 1208">1 mark</td></tr> <tr> <td data-bbox="323 1208 548 1292">Context</td><td data-bbox="548 1208 1648 1292">Context linked to an impact on PP of trade union involvement</td><td data-bbox="1648 1208 1828 1292">1 mark</td></tr> </tbody> </table>	Knowledge & understanding	Knowledge of trade union involvement	1 mark	Explanation	Explanation of an impact on PP from trade union involvement	1 mark	Context	Context linked to an impact on PP of trade union involvement	1 mark	
Knowledge & understanding	Knowledge of trade union involvement	1 mark									
Explanation	Explanation of an impact on PP from trade union involvement	1 mark									
Context	Context linked to an impact on PP of trade union involvement	1 mark									

Question	Answer	Marks
1(b)(ii)	Exemplar and annotations	Marks Rationale
	An impact may be from collective bargaining K , which may mean PP has to pay increased wages APP . This will have a big impact on the Growing division which has 100% trade union membership APP	3 An impact of trade union membership is collective bargaining, and this impact can increase wages for the explanation. The context is applied to this impact.
	One impact is that workers may insist on better working conditions K for the 570 employees APP .	2 An impact identified and context applied to this.
	Collective bargaining K could lead to higher wages APP .	2 Both higher wages and collective bargaining are their own impacts, but the candidate has linked the two together here, so they have identified and explained (but no context).
	Impacts include a strike K or workers picketing REP or better wages REP or increased costs REP .	1 Four impacts here, but they are not linked at all and so the first is awarded, but the others are REP.
Trade unions are a group of employees representing the interests of its members.	0 No impact here, so 0 marks. Not knowledge of Trade Union involvement – only a definition of a Trade Union	

Question	Answer				Marks
1(c) Analyse <u>one</u> advantage and <u>one</u> disadvantage to PP of outsourcing the manufacture of pots.					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.	

Question	Answer	Marks
1(c)	<p>Indicative content</p> <p>AO1 Knowledge and understanding</p> <p>Knowledge of an advantage of outsourcing K (max 1 mark – annotate on left) including:</p> <ul style="list-style-type: none"> • Improved focus on the core business activities • Increased efficiency • Controlling/low costs • Increased capacity • Improve quality • Access to specific skills. <p>Knowledge of a disadvantage of outsourcing K (max 1 mark – annotate on right), including:</p> <ul style="list-style-type: none"> • Loss of control over production process • Lack of control of quality • Reliance on an external stakeholder • Lack of flexibility • Delays/extra transportation may be inevitable. <p>AO2 Application</p> <p>Context applied to an advantage APP (max 1 mark) and disadvantage APP (max 1 mark) of outsourcing to PP, including:</p> <ul style="list-style-type: none"> • PP is a private limited company – limited liability, finance etc. • Sells potted plants in ceramic or clay pots – integral to product. • 12 large shops in countryside within country Q with fields near the shops. • Variety of pricing methods – requires a range of cheap to expensive priced products. • Outsourcing used in retail division, not (as far as is known) in farming division. • Use of Table 1.1 • CC is based in the same country as PP. • PP would like more variety from CC but CC does not want to afford the capital expenditure. • CC has a lead time of three days. • FF makes plastic pots in a large factory in country S (different country to PP). • FF uses mass customisation, producing any size and colour of pot. • FF has a lead time of one month. 	

Question	Answer	Marks									
1(c)	<p>AO3 Analysis</p> <p><i>Limited analysis</i> <small>AN</small> – candidate shows one link in the chain of analysis.</p> <p><i>Developed analysis</i> <small>DEV</small> candidate shows two or more links in the chain of analysis or a two-sided analysis.</p> <p>Advantages of outsourcing, including:</p> <ul style="list-style-type: none"> • Improved focus on the core business activities; lower costs – increased profit. • Increased efficiency; higher quantity of products – increased sales revenue. • Controlling costs (with CC); more cash available to overcome labour turnover problems in farming division. • Increased flexibility (with FF); better customer satisfaction – increased sales. • Improve quality; fewer defective pots – improved customer satisfaction. • Access to specific skills; better presentation of PP plants – increased sales. <p>Disadvantages of outsourcing, including:</p> <ul style="list-style-type: none"> • Loss of control over production process; may lead to poorer quality control – increased costs. • Reliance on an external stakeholder; relatively long lead times – reduced customer satisfaction. • Lack of flexibility; less able to respond to changes in customer demand – lower sales. • Delays may be inevitable (beyond the lead time); poor customer satisfaction – reduced sales revenue. • Likely to have a higher cost (due to having to cover CC or FF's profit margin); increased prices – lower sales, <p>Accept all valid responses.</p> <p>Exemplars and annotations</p> <table border="1" data-bbox="323 981 1814 1330"> <thead> <tr> <th data-bbox="323 981 810 1044">AO1 Knowledge</th><th data-bbox="810 981 1320 1044">AO2 Application</th><th data-bbox="1320 981 1814 1044">AO3 Analysis</th></tr> </thead> <tbody> <tr> <td data-bbox="323 1044 810 1208">Outsourcing can reduce PPs capital expenditure <small>K</small></td><td data-bbox="810 1044 1320 1208">to produce plastic and clay pots <small>APP</small></td><td data-bbox="1320 1044 1814 1208">This allows PP to spend on other areas of the business such as marketing <small>AN</small> which could increase demand for its pots <small>DEV</small>.</td></tr> <tr> <td data-bbox="323 1208 810 1330">The pots will need to be transported to PP <small>K</small></td><td data-bbox="810 1208 1320 1330">and FF is in another country <small>APP</small>.</td><td data-bbox="1320 1208 1814 1330">Which could increase PP's costs <small>AN</small> and lead to lower profits <small>DEV</small>.</td></tr> </tbody> </table>	AO1 Knowledge	AO2 Application	AO3 Analysis	Outsourcing can reduce PPs capital expenditure <small>K</small>	to produce plastic and clay pots <small>APP</small>	This allows PP to spend on other areas of the business such as marketing <small>AN</small> which could increase demand for its pots <small>DEV</small> .	The pots will need to be transported to PP <small>K</small>	and FF is in another country <small>APP</small> .	Which could increase PP's costs <small>AN</small> and lead to lower profits <small>DEV</small> .	
AO1 Knowledge	AO2 Application	AO3 Analysis									
Outsourcing can reduce PPs capital expenditure <small>K</small>	to produce plastic and clay pots <small>APP</small>	This allows PP to spend on other areas of the business such as marketing <small>AN</small> which could increase demand for its pots <small>DEV</small> .									
The pots will need to be transported to PP <small>K</small>	and FF is in another country <small>APP</small> .	Which could increase PP's costs <small>AN</small> and lead to lower profits <small>DEV</small> .									

Question	Answer					Marks					
1(d) Evaluate the importance to PP of workforce planning.	<table border="1" data-bbox="332 282 1843 406"> <thead> <tr> <th data-bbox="332 282 489 406">Level</th><th data-bbox="489 282 781 406">AO1 Knowledge and understanding 2 marks</th><th data-bbox="781 282 1028 406">AO2 Application 2 marks</th><th data-bbox="1028 282 1298 406">AO3 Analysis 2 marks</th><th data-bbox="1298 282 1843 406">AO4 Evaluation 6 marks</th></tr> </thead> </table>					Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks	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. 							

Question	Answer					Marks
1(d)	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.	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.	

Indicative content

AO1 Knowledge and understanding

Knowledge of the use and/or contents of a workforce plan (max 2 marks).

Uses of a workforce plan, including:

- analysing the current workforce,
- determining future workforce needs,
- identifying the gap between the workforce you will have available and your future needs,
- implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan.

Contents of a workforce plan, including:

- number of workers/employees required
- skills required
- skill gap analysis
- likely future human resource (HR) requirements
- action plan to achieve business human resource objectives
- demographic changes
- talent management

Question	Answer	Marks
1(d)	<p>AO2 Application Context applied to knowledge of workforce planning to PP APP (max 2 marks), including:</p> <ul style="list-style-type: none"> • PP is a private limited company. • Both the farming and retail divisions rely on human resources. • 12 large shops in countryside within country Q with fields near the shops. • Variety of pricing methods – may increase skills needed in retail workers. • Outsourcing used in retail division, not (as far as is known) in farming division. May involve communication skills. • Use of Table 1.1. <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"> • Analysing the current workforce; both divisions are likely to require skilled workers including; Farming – agricultural, chemicals, managerial, manual – all of which have a cost associated – reduced profitability. Retail – customer services, managerial, marketing – some of which may be in high supply in country Q – reduced wages – increased profitability. • Determining future workforce needs; to maintain market share in what is likely to be a competitive market. • Determining future workforce needs; both divisions are likely to be labour intensive (especially retail) – increases PP's ability to operate in a competitive market. • Identifying the gap between the workforce you will have available and your future needs; farming division may require new product development – increased USP – increased sales. • Implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan; to increase future growth/survival/profitability. 	

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 judgement over importance to PP of workforce planning. • Evaluation of the relative importance of different factors. • Elements that the evaluation/judgement might depend upon – cost of the labour as a proportion of the total costs of the product/sales, which division is being planned for, the labour market in country Q, dynamism of the potted plant market in country Q, the USP of PP, PP's competitors. <p>Accept all valid responses.</p> <p>Exemplars for awarding evaluation</p> <table border="1" data-bbox="323 743 1814 1283"> <thead> <tr> <th data-bbox="323 743 653 879">L1 EVAL (limited supporting evidence)</th><th data-bbox="653 743 1230 879">L2 E (developed supporting evidence)</th><th data-bbox="1230 743 1814 879">L3 EE (developed supporting evidence with context)</th></tr> </thead> <tbody> <tr> <td data-bbox="323 879 653 1044">Workforce planning is very important to PP.</td><td data-bbox="653 879 1230 1044">Workforce planning is very important to PP because it is a large business with many employees that are essential to the success of the business.</td><td data-bbox="1230 879 1814 1044">Workforce planning is very important to PP because it is a large business with 570 employees that are essential to the success of the business.</td></tr> <tr> <td data-bbox="323 1044 653 1283">The importance of workforce planning depends on the local economy.</td><td data-bbox="653 1044 1230 1283">The importance of workforce planning depends on the local economy. For example, if there was high unemployment, then PP might easily replace workers, without the need to plan.</td><td data-bbox="1230 1044 1814 1283">The importance of workforce planning depends on the local economy. For example if there was high unemployment near PP's 12 retail shops, then PP might easily replace workers, without the need to plan.</td></tr> </tbody> </table>	L1 EVAL (limited supporting evidence)	L2 E (developed supporting evidence)	L3 EE (developed supporting evidence with context)	Workforce planning is very important to PP.	Workforce planning is very important to PP because it is a large business with many employees that are essential to the success of the business.	Workforce planning is very important to PP because it is a large business with 570 employees that are essential to the success of the business.	The importance of workforce planning depends on the local economy.	The importance of workforce planning depends on the local economy. For example, if there was high unemployment, then PP might easily replace workers, without the need to plan.	The importance of workforce planning depends on the local economy. For example if there was high unemployment near PP's 12 retail shops, then PP might easily replace workers, without the need to plan.	
L1 EVAL (limited supporting evidence)	L2 E (developed supporting evidence)	L3 EE (developed supporting evidence with context)									
Workforce planning is very important to PP.	Workforce planning is very important to PP because it is a large business with many employees that are essential to the success of the business.	Workforce planning is very important to PP because it is a large business with 570 employees that are essential to the success of the business.									
The importance of workforce planning depends on the local economy.	The importance of workforce planning depends on the local economy. For example, if there was high unemployment, then PP might easily replace workers, without the need to plan.	The importance of workforce planning depends on the local economy. For example if there was high unemployment near PP's 12 retail shops, then PP might easily replace workers, without the need to plan.									

Question	Answer	Marks								
2(a)(i)	<p>Identify <u>one</u> stage of the product life cycle.</p> <p>Indicative content: Stages  include:</p> <ul style="list-style-type: none"> • Development/research/testing/initial design • Introduction/launch • Growth • Maturity/saturation • Decline. <p>Accept only the answers above</p> <p><i>If more than one answer is given, only mark the first, reading from top left to bottom right.</i></p>	1								
2(a)(ii)	<p>Explain the term <i>limited liability</i> (line 1).</p> <table border="1" data-bbox="339 763 1866 1232"> <tr> <td data-bbox="339 763 1102 859">AO1 Knowledge and understanding 1 mark</td><td data-bbox="1102 763 1866 859">AO2 Application 2 marks</td></tr> <tr> <td data-bbox="339 859 1102 994"></td><td data-bbox="1102 859 1866 994">2 marks Developed application of one relevant point to a business context.</td></tr> <tr> <td data-bbox="339 994 1102 1121">1 mark Knowledge of one relevant point is used to answer the question.</td><td data-bbox="1102 994 1866 1121">1 mark Limited application of one relevant point to a business context.</td></tr> <tr> <td data-bbox="339 1121 1102 1232">0 marks No creditable response.</td><td data-bbox="1102 1121 1866 1232">0 marks No creditable response.</td></tr> </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
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.									

Question	Answer	Marks									
2(a)(ii)	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of limited liability <small>AFP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • Limited liability is a legal status where a person's financial commitment/responsibility is restricted to a fixed sum • Only a set amount of money invested is at risk • Personal assets are not at risk • Only business assets are at risk <p>AO2 Application Explanation of limited liability <small>AFP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • Protects shareholders/investors • Creates a separate legal identity (for a business) • Most commonly limited to the value of a person's investment • Can be linked to debt • Also applies to legal actions (i.e. suing a business) <p>Context applied to limited liability <small>AFP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • An example of a type of business that has limited liability, including: Private limited company (allow Ltd) Public limited company (allow PLC, Inc. or Corp) Limited liability partnership Incorporated business <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1" data-bbox="332 1144 1799 1389"> <tr> <td data-bbox="332 1144 743 1240">Knowledge and understanding</td><td data-bbox="743 1144 1680 1240">Knowledge of limited liability</td><td data-bbox="1680 1144 1799 1240">1 mark</td></tr> <tr> <td data-bbox="332 1240 743 1303">Explanation</td><td data-bbox="743 1240 1680 1303">Explanation of limited liability</td><td data-bbox="1680 1240 1799 1303">1 mark</td></tr> <tr> <td data-bbox="332 1303 743 1389">Context</td><td data-bbox="743 1303 1680 1389">Applied to a business context/business environment</td><td data-bbox="1680 1303 1799 1389">1 mark</td></tr> </table>	Knowledge and understanding	Knowledge of limited liability	1 mark	Explanation	Explanation of limited liability	1 mark	Context	Applied to a business context/business environment	1 mark	
Knowledge and understanding	Knowledge of limited liability	1 mark									
Explanation	Explanation of limited liability	1 mark									
Context	Applied to a business context/business environment	1 mark									

Question	Answer	Marks																		
2(a)(ii)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="323 215 1230 274">Exemplar and annotations</th><th data-bbox="1230 215 1320 274">Marks</th><th data-bbox="1320 215 1850 274">Rationale</th></tr> </thead> <tbody> <tr> <td data-bbox="323 274 1230 462">The most an owner could lose is the amount they invested K which protects investors APP within businesses such as private limited company APP.</td><td data-bbox="1230 274 1320 462" style="text-align: center;">3</td><td data-bbox="1320 274 1850 462">Clear knowledge of limited liability/risk, with the protection as explanation and a private limited company an example of a type of business that has limited liability.</td></tr> <tr> <td data-bbox="323 462 1230 620">Shareholders personal wealth is protected APP because they can only lose the sum of money that they invested K, for example McDonalds has limited liability as a public limited company APP.</td><td data-bbox="1230 462 1320 620" style="text-align: center;">3</td><td data-bbox="1320 462 1850 620">The explanation comes first, followed by the knowledge and an example.</td></tr> <tr> <td data-bbox="323 620 1230 716">TDC must be either a PLC or Ltd APP to have limited liability. Only the amount invested is at risk K.</td><td data-bbox="1230 620 1320 716" style="text-align: center;">2</td><td data-bbox="1320 620 1850 716">The example comes first, followed by the knowledge.</td></tr> <tr> <td data-bbox="323 716 1230 779">Only the funds invested are at risk K.</td><td data-bbox="1230 716 1320 779" style="text-align: center;">1</td><td data-bbox="1320 716 1850 779">Knowledge only.</td></tr> <tr> <td data-bbox="323 779 1230 933">Limited liability means that shareholders are protected in case of financial difficulty.</td><td data-bbox="1230 779 1320 933" style="text-align: center;">0</td><td data-bbox="1320 779 1850 933">There is no knowledge of limited liability here, so no other marks can be awarded.</td></tr> </tbody> </table>	Exemplar and annotations	Marks	Rationale	The most an owner could lose is the amount they invested K which protects investors APP within businesses such as private limited company APP .	3	Clear knowledge of limited liability/risk, with the protection as explanation and a private limited company an example of a type of business that has limited liability.	Shareholders personal wealth is protected APP because they can only lose the sum of money that they invested K , for example McDonalds has limited liability as a public limited company APP .	3	The explanation comes first, followed by the knowledge and an example.	TDC must be either a PLC or Ltd APP to have limited liability. Only the amount invested is at risk K .	2	The example comes first, followed by the knowledge.	Only the funds invested are at risk K .	1	Knowledge only.	Limited liability means that shareholders are protected in case of financial difficulty.	0	There is no knowledge of limited liability here, so no other marks can be awarded.	
Exemplar and annotations	Marks	Rationale																		
The most an owner could lose is the amount they invested K which protects investors APP within businesses such as private limited company APP .	3	Clear knowledge of limited liability/risk, with the protection as explanation and a private limited company an example of a type of business that has limited liability.																		
Shareholders personal wealth is protected APP because they can only lose the sum of money that they invested K , for example McDonalds has limited liability as a public limited company APP .	3	The explanation comes first, followed by the knowledge and an example.																		
TDC must be either a PLC or Ltd APP to have limited liability. Only the amount invested is at risk K .	2	The example comes first, followed by the knowledge.																		
Only the funds invested are at risk K .	1	Knowledge only.																		
Limited liability means that shareholders are protected in case of financial difficulty.	0	There is no knowledge of limited liability here, so no other marks can be awarded.																		

Question	Answer	Marks															
2(b)(i)	<p>Refer to Table 2.2 and other information. Calculate the variance between TDC's budgeted revenue and actual revenue for 2023. State whether the variance is favourable or adverse.</p> <p>Variance = actual revenue – budgeted revenue (1) $\\$400\text{m} - \\$340\text{m} = \\$60\text{m}$ (1) Adverse (1) Answer = \$60m adverse (3) \$60m (award 2 marks – without adverse).</p> <p>Exemplar and annotations</p> <table border="1" data-bbox="323 584 1850 1295"> <thead> <tr> <th data-bbox="323 584 480 663">Marks</th><th data-bbox="480 584 1154 663"></th><th data-bbox="1154 584 1850 663"></th></tr> </thead> <tbody> <tr> <td data-bbox="323 663 480 779">3 marks</td><td data-bbox="480 663 1154 779">Correct answer \$60m adverse (allow 60 adverse or 60 unfavourable or –60 adverse)</td><td data-bbox="1154 663 1850 779"> Working, \$ and millions (m) do not matter. Do not accept a minus sign (–) as adverse. </td></tr> <tr> <td data-bbox="323 779 480 1049">2 marks</td><td data-bbox="480 779 1154 1049">Correct calculation of size of variance (i.e. \$60m or –\$60m) OR An incorrect answer with one mistake allowing OFR for final stage. </td><td data-bbox="1154 779 1850 1049"> 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="323 1049 480 1181">1 mark</td><td data-bbox="480 1049 1154 1181">One of the following: <ul style="list-style-type: none"> • Correct formula • Identification of numbers (i.e. 400 and 340) </td><td data-bbox="1154 1049 1850 1181"> To award one mark, there must be: <ul style="list-style-type: none"> • One ✓ and two ✗ </td></tr> <tr> <td data-bbox="323 1181 480 1295">0 marks</td><td data-bbox="480 1181 1154 1295">No creditable content.</td><td data-bbox="1154 1181 1850 1295"> To award zero marks, there must be <ul style="list-style-type: none"> • One ✗ </td></tr> </tbody> </table>	Marks			3 marks	Correct answer \$60m adverse (allow 60 adverse or 60 unfavourable or –60 adverse)	Working, \$ and millions (m) do not matter. Do not accept a minus sign (–) as adverse.	2 marks	Correct calculation of size of variance (i.e. \$60m or –\$60m) OR An incorrect answer with one mistake allowing OFR for final stage.	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: <ul style="list-style-type: none"> • Correct formula • Identification of numbers (i.e. 400 and 340) 	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
Marks																	
3 marks	Correct answer \$60m adverse (allow 60 adverse or 60 unfavourable or –60 adverse)	Working, \$ and millions (m) do not matter. Do not accept a minus sign (–) as adverse.															
2 marks	Correct calculation of size of variance (i.e. \$60m or –\$60m) OR An incorrect answer with one mistake allowing OFR for final stage.	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: <ul style="list-style-type: none"> • Correct formula • Identification of numbers (i.e. 400 and 340) 	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 ✗ 															

Question	Answer		Marks								
2(b)(ii)	<p>Explain <u>one</u> possible benefit to TDC of using budgets.</p> <table border="1" data-bbox="332 282 1866 740"> <thead> <tr> <th data-bbox="332 282 1102 377">AO1 Knowledge and understanding 1 mark</th><th data-bbox="1102 282 1866 377">AO2 Application 2 marks</th></tr> </thead> <tbody> <tr> <td data-bbox="332 377 1102 504"></td><td data-bbox="1102 377 1866 504"> 2 marks Developed application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="332 504 1102 663"> 1 mark Knowledge of one relevant point is used to answer the question. </td><td data-bbox="1102 504 1866 663"> 1 mark Limited application of one relevant point to a business context. </td></tr> <tr> <td data-bbox="332 663 1102 740"> 0 marks No creditable response. </td><td data-bbox="1102 663 1866 740"> 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	
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.										
	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of a benefit <input type="checkbox"/> of budgeting (max 1 mark), including:</p> <ul style="list-style-type: none"> • Coordinates activities • To control finances/spending • To assist with planning • To monitor performance • Translate objectives into strategy. • Translate strategy into tactics. • Provide a record of organisational activities • Can improve communication • Improve resources allocation • Improve efficiency • Provides a tool for corrective action • Compare different areas of the business • To help achieve objectives. 										

Question	Answer	Marks									
2(b)(ii)	<p>AO2 Application</p> <p>Explanation of a benefit of using budgets <small>APP</small> (max 1 mark), including:</p> <ul style="list-style-type: none"> • Coordinates activities; between functional areas of the business • To control finances/spending; by allocating appropriate resources to different areas of the business • To monitor performance; by doing a variance analysis • 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 • 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 • Compare different areas of the business; to improve communication/coordination <p>Context applied to a limitation of using budgets for TDC <small>APP</small> (max 1 mark) including:</p> <ul style="list-style-type: none"> • Use of answer to Q2bi (\$60m – OFR) • Revenue was \$360m in 2023 compared with a budget of \$400m. • TDC's objective to reduce the cost of raw materials (by 2025) • TDC's objective to increase market share by 10% of B2C market (by 2025) • TDC's product areas – VKola, Vtropical, VOrange and VLemon. • Use of Table 2.1 • Possible merger between HL and TDC • Use of Table 2.2 <p>Accept all valid responses.</p> <p>Guidance in awarding marks</p> <table border="1" data-bbox="339 1197 1837 1399"> <tr> <td data-bbox="339 1197 961 1260">Knowledge and understanding</td><td data-bbox="961 1197 1709 1260">Knowledge of a benefit of using budgets</td><td data-bbox="1709 1197 1837 1260">1 mark</td></tr> <tr> <td data-bbox="339 1260 961 1324">Explanation</td><td data-bbox="961 1260 1709 1324">Explanation of a benefit of using budgets</td><td data-bbox="1709 1260 1837 1324">1 mark</td></tr> <tr> <td data-bbox="339 1324 961 1399">Context</td><td data-bbox="961 1324 1709 1399">Context linked to a benefit of using budgets</td><td data-bbox="1709 1324 1837 1399">1 mark</td></tr> </table>	Knowledge and 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	
Knowledge and 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									

Question	Answer	Marks
2(b)(ii)	Exemplar and annotations	
	A benefit of using a budget is that it allows a business to efficiently allocate its resources ^K by allocating specific sums of money to different products ^{APP} like TDC allocating money to VKola ^{APP} .	3 A benefit showing knowledge and then explained for the first APP. The example is from the context so APP awarded.
	It helps TDC to monitor its own performance ^K by doing a variance analysis ^{APP} to show adverse variances such as the \$60m revenue variance ^{APP} .	3 A benefit showing knowledge and then explained for the first APP. The example is from the context so APP awarded.
	Provides a financial plan ^K for each product like VOrange that TDC produces ^{APP}	2 Knowledge and context, but no explanation of how a financial plan is a benefit.
	Budgets can improve efficiency ^K , and monitor performance and be used to help TDC achieve its objectives.	1 There are three benefits here, but all are only K. None are explained or contextualised.
	TDC has a \$60m adverse variance when they did the budget. This means that the revenue was lower than expected, which is bad for TDC.	0 There is no knowledge of a benefit of budgets here, so the context cannot be awarded.

Question	Answer				Marks
2(c)	Analyse <u>two</u> ways in which TDC could use the Boston Matrix analysis in Table 2.1.				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.	

Question	Answer	Marks
2(c)	<p>Indicative content</p> <p>AO1 Knowledge and understanding Knowledge of uses of Boston Matrix <small>KA</small>, such as:</p> <ul style="list-style-type: none"> • To analyse the breadth/specialisation of a business's product portfolio • To manage/change its product portfolio • To Identify best/worst performing product • To identify opportunities for growth/investment • To identify opportunities for product development/new products • To allocate resources/budget effectively (between products) • To enable business to move ?/problem child to stars • To ensure business to move stars to cash cows • To enable business to launch new products • To enable business to avoid dogs • To help a business plan for the future sales/product development/achieve objectives <p><i>The Boston Matrix is also referred to as the BCG Matrix.</i></p> <p>AO2 Application Context applied to a use of the Boston Matrix <small>APP</small> (max 2 marks), including:</p> <ul style="list-style-type: none"> • Vcola – Star (high market growth, high market share) • VTropical – question mark/problem child (high market growth, low market share) • VOrange – Dog (low market growth, low market share) • VLemon – Cash Cow (low market growth, high market share) • Recent commissioned primary market research into TDC's product portfolio • TDC's objectives: <ul style="list-style-type: none"> to increase TDC's profit margin by reducing the cost of raw materials to increase TDC's market share of the business to consumer (B2C) market for carbonated drinks. • To provide data to HL about the business to facilitate the merger • Use of Table 2.2 • TDC is a multinational business 	

Question	Answer	Marks									
2(c)	<p>AO3 Analysis</p> <p><i>Limited analysis</i> <small>AN</small> – candidate shows one link in the chain of analysis.</p> <p><i>Developed analysis</i> <small>DEV</small> candidate shows two or more links in the chain of analysis or a two-sided analysis.</p> <p>Annotate first way on left and second way on right)</p> <p>Analysis of using the Boston Matrix, including:</p> <ul style="list-style-type: none"> • To analyse the breadth/specialisation of a business's product portfolio; only four products within TDC's portfolio, may mean the business will need to increase its product portfolio – to increase sales. • To analyse the breadth/specialisation of a business's product portfolio; to identify dogs for withdrawal from the market – unlikely to add to business revenue. • To enable business to move? to stars; to focus marketing spend on increasing VTropical's market share (to a star) – to increase revenue – to increase profit. • To ensure business to move stars to cash cows; to reduce marketing spend on Vkola (to a cash cow) as the market has lower growth – to reduce costs – to increase profitability. • To enable business to launch new products – to replace VTropical as it increases its market share – to increase sales – to increase profit. • To enable business to avoid dogs; suggest that VOrange may be a dog and TDC should reduce marketing spend (or discontinue the product) – to decrease overall costs of TDC – increase profit. <p>Accept all valid responses.</p> <p>Exemplars and annotations</p> <table border="1" data-bbox="332 1005 1814 1421"> <thead> <tr> <th data-bbox="332 1005 815 1068">AO1 Knowledge</th><th data-bbox="815 1005 1320 1068">AO2 Application</th><th data-bbox="1320 1005 1814 1068">AO3 Analysis</th></tr> </thead> <tbody> <tr> <td data-bbox="332 1068 815 1240">To see which products are performing poorly <small>K</small>.</td><td data-bbox="815 1068 1320 1240">For example VOrange is a dog <small>APP</small>.</td><td data-bbox="1320 1068 1814 1240">Which may lead to TDC discontinuing VOrange <small>AN</small> and replacing it with a product which may have a larger market share <small>DEV</small></td></tr> <tr> <td data-bbox="332 1240 815 1421">To identify stars <small>K</small></td><td data-bbox="815 1240 1320 1421">Like VKola <small>APP</small></td><td data-bbox="1320 1240 1814 1421">Which will require high levels of promotion <small>AN</small> which may mean they develop into a cash cow for TDC. <small>DEV</small>.</td></tr> </tbody> </table>	AO1 Knowledge	AO2 Application	AO3 Analysis	To see which products are performing poorly <small>K</small> .	For example VOrange is a dog <small>APP</small> .	Which may lead to TDC discontinuing VOrange <small>AN</small> and replacing it with a product which may have a larger market share <small>DEV</small>	To identify stars <small>K</small>	Like VKola <small>APP</small>	Which will require high levels of promotion <small>AN</small> which may mean they develop into a cash cow for TDC. <small>DEV</small> .	
AO1 Knowledge	AO2 Application	AO3 Analysis									
To see which products are performing poorly <small>K</small> .	For example VOrange is a dog <small>APP</small> .	Which may lead to TDC discontinuing VOrange <small>AN</small> and replacing it with a product which may have a larger market share <small>DEV</small>									
To identify stars <small>K</small>	Like VKola <small>APP</small>	Which will require high levels of promotion <small>AN</small> which may mean they develop into a cash cow for TDC. <small>DEV</small> .									

Question	Answer					Marks					
2(d) Evaluate whether the planned merger with HL will enable TDC to achieve its objectives.	<table border="1" data-bbox="321 250 1852 385"> <thead> <tr> <th data-bbox="321 250 489 385">Level</th><th data-bbox="489 250 792 385">AO1 Knowledge and understanding 2 marks</th><th data-bbox="792 250 1028 385">AO2 Application 2 marks</th><th data-bbox="1028 250 1309 385">AO3 Analysis 2 marks</th><th data-bbox="1309 250 1852 385">AO4 Evaluation 6 marks</th></tr> </thead> </table>					Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks	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. 							

Question	Answer					Marks
2(d)	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.	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.	

Indicative content

AO1 Knowledge and understanding

Knowledge of mergers x, including:

- A type of business acquisition that describes the consolidation of two or more businesses or the assets of those businesses, including the joining of two firms, acquisition of a firm's assets (including intellectual capital), consolidations, tender offers, purchase of inventory, and management combination.
- Benefits of a merger, including:
 - Shared resources
 - May reduce costs
 - Avoids duplication of resources
 - Speedy way to grow
 - Removes competition.

Knowledge of business objectives x, including:

- Business objectives are the specific and measurable, achievable, resourced and time-based results that businesses hope to reach. About giving a business a direction. Business strategy enables a business to reach its objectives.

Question	Answer	Marks
2(d)	<p>AO2 Application</p> <p>Context applied to TDC and HL merging APP (max 2 marks), including:</p> <ul style="list-style-type: none"> • Use of Table 2.1, including: Vcola – Star VTropical – question mark VOrange – Dog VLemon – Cash Cow • Recent commissioned primary market research into TDC's product portfolio • TDC's objectives: To increase TDC's profit margin by reducing the cost of raw materials To increase TDC's market share of the business to consumer (B2C) market for soft drinks. • Table 2.2 data, including: \$340m revenue for TDC and \$280m for HL – combined revenue of \$620m. \$23.8m profit (7% profit margin) for TDC and \$14m (5% profit margin) for HL – combined \$37.8m profit (6.01% combined profit margin – not 12% profit margin) Reduces TDC's end of year profit margin (as a percentage) assuming no cost savings. Likely to be cost savings by merging production facilities. Different target market segments; TDC convenience shops, supermarkets (retail) whereas HL sells to restaurants, events and hotels (commercial). TDC B2C whereas HL B2B. <p>AO3 Analysis</p> <p><i>Limited analysis</i> AN – candidate shows one link in the chain of analysis.</p> <p><i>Developed analysis</i> DEV – candidate shows two or more links in the chain of analysis.</p> <p>Analysis of the impact of a merger on the objectives of a firm, including:</p> <ul style="list-style-type: none"> • Objective to increase profit margin: Reduce cost of sales – combining production facilities – shared product of soft drinks – increase profitability. Reduce marketing costs – although different target markets, so may not be possible. Reduce overlap of managerial positions – especially middle management – increase profitability. Combination of brand names – may further reduce marketing costs – increase profitability. Opens up a new market B2B for TDC – increase sales – increase profit (but not profit margin). However, also likely to increase costs, including the actual costs of the merger – reduce profitability (in the short run). Unlikely to increase profit by % by the end of 2024 – year almost over. Do not have information about the product portfolio of HL – likely to be some overlap which may reduce profitability. 	

Question	Answer	Marks
2(d)	<ul style="list-style-type: none"> Objective to increase market share: HL is targeting the B2B market – opens new market opportunities for TDC beyond the B2C market. By focussing on a new target market, TDC is unlikely to increase market share – more likely to reduce market share (as market size increases). Reduces the level of competition within the soft drinks market. <p>AO4 Evaluation</p> <p><i>Limited evaluation EVAL – unsupported judgement and/or a weak attempt at evaluative comment</i></p> <p><i>Developed evaluation E – supported judgement and/or reasonable evaluative comment</i></p> <p><i>Developed evaluation in context EE – supported judgement in context and/or reasonable evaluative comment in context.</i></p> <ul style="list-style-type: none"> A judgement whether the planned merger with HL will enable TDC to achieve either or both objectives (reduce profit/profit margin and increase market share). Judgement must be linked to objectives and/or TDC's specific objectives). Evaluation of the likelihood of the merger reaching one of the objectives (over the other). Elements that the evaluation/judgement might depend upon – external environment, economic conditions, competitive structure of the soft drinks market, timescale of the objectives, strategies already implemented by the Board of Directors, product portfolio of HL etc. <p>Accept all valid responses.</p>	

Question	Answer			Marks
2(d) Exemplars for awarding evaluation	L1 <small>EVAL</small> (limited supporting evidence)	L2 <small>E</small> (developed supporting evidence)	L3 <small>EE</small> (developed supporting evidence with context)	
	Yes, the merger will help TDC achieve its objective	Yes, the merger will help TDC achieve its objective by quickly increasing productive capacity enabling it to increase its sales.	Yes, the merger will help TDC achieve its objective by quickly increasing productive capacity enabling it to increase its sales and market share.	
	No, it won't help TDC achieve its objective	No, it won't help TDC achieve its objective because the businesses do not have the same target market.	No, it won't help TDC achieve its objective of increasing market share because the businesses do not have the same target market.	
	Whether the merger will help achieve the objectives depends on TDC having the finance to fund the merger.	Whether the merger will help achieve the objectives depends on TDC having the finance to fund the merger, such as the money to make some unnecessary employees redundant.	Whether the merger will help achieve the objectives depends on TDC having the finance to fund the merger, such as the money to make some unnecessary employees redundant, if the combined target market remains B2C, then some of HL's sales employees might be redundant.	