

GCE Applied
Edexcel GCE
Business(6916)

January 2006

advancing learning, changing lives

Mark Scheme (Results)

General guidance on marking

Examiners should look for qualities to reward rather than faults to penalise. This does NOT mean giving credit for incorrect or inadequate answers, but it does mean allowing learners to be rewarded for answers showing correct application of principles and knowledge, and for critical and imaginative thinking. Examiners should therefore read carefully and consider every response; even if it is not what is expected it may be worthy of credit. The Principal Examiner or Team Leader should be consulted as necessary.

Applying the mark scheme

- 1 In the first column the question is identified.
- 2 The second column identifies the expected answers to the question. The expected answers are not necessarily exhaustive and so professional judgement should be applied by the marker.
- 3 For some of the expected answers, example answers have been supplied to give additional guidance, particularly where the question allows for a wide range of response from the learner.
- 4 Each bullet point illustrates an alternative way of obtaining the mark(s).
The use of a dash '—' indicates the separation of points made, to show where the marks lie. The use of an oblique '/' indicates an alternative point for the same mark.
The use of underscore indicates that the word/phrase is drawn from the question and does not have marks directly allocated to it.
- 5 The third column identifies how the marks should be awarded.
- 6 (1) identifies the award of each mark.
- 7 The (6) or similar mark in the third column is the sub total allocated to that part of the question and is the same as the sub total which appears on the question paper.
- 8 The total mark for each question is in **Bold** at the bottom of each full question.

Where more extended answers are required from the learner, levels of response style instructions have been provided.

Mark Scheme 6916
Applied Business Unit 1: Investigating People in Business:

Question	Expected Answer	Mark Allocation
1 a)	<ul style="list-style-type: none"> • Specialist export sales magazine is targeted – read by sales specialists/export specialists – and local paper will not have specialist focus – so export specialists are less likely to consult the local paper because it is non-specialist. • The magazine is likely to have a particular section on recruitment – covering specialist recruitment areas such as export positions – the local paper will also have a 'Jobs' page/day allocated for job adverts – and may have/but may not have a specialist sales staff category where <i>NKG</i> could advertise. • <i>NKG</i> may want to recruit nationally for this vacancy – and the specialist magazine will have a national audience – compared with the local/regional audience of the paper – which gives less wide coverage/which is therefore less suitable. 	<p>1 mark for analysing suitability of specialist magazine (maximum 2 marks)</p> <p>1 mark for comparison with suitability of local paper (maximum 2 marks)</p> <p>(maximum 2 marks for a one-sided answer that does not analyse both media)</p> <p style="text-align: right;">(4 marks)</p>
1 b) (i) and (ii)	<ul style="list-style-type: none"> • (i) (Wording of) advertisements – (ii) Eric/<i>NKG</i> must ensure they meet EO statements in the policy – eg, must not state 'male Sales Manager required . . .' • (i) (Writing the) job description - (ii) Eric/<i>NKG</i> must ensure it fulfils EO aspects of the policy – eg must not state different salaries for male and female. • (i) (Writing the) person specification – (ii) Eric/<i>NKG</i> must ensure it fulfils EO aspects of the policy – eg must not state different qualities for male and female. • (i) (Design of) application form – (ii) Eric/<i>NKG</i> must ensure it meets the policy's EO requirements – eg does not show bias. • (i) Shortlisting candidates – (ii) Eric/<i>NKG</i> must ensure applicants are selected fairly to meet the policy – eg selected on qualities/qualifications. • (i) Interviewing/questioning candidates – (ii) Eric/<i>NKG</i> must ensure no sexual/racial bias to meet the policy – when interviewing/asking questions. • (i) Role play/testing candidates – (ii) Eric/<i>NKG</i> must ensure no bias in order to meet the policy - when designing/using the test/role play. 	<p>(i) 1 mark for identifying each process = 2 marks</p> <p>(ii) 1 mark for applying how each process will be influenced by an aspect of the recruitment and selection policy (eg equality of opportunity)</p> <p>1 mark for development or example</p> <p>(1 + 1) x 2 = 4 marks</p> <p style="text-align: right;">(6 marks)</p>

Question	Expected Answer	Mark Allocation
1 c)	<ul style="list-style-type: none"> • More consistent information – because all candidates complete the same subheadings. • Ensures candidates do not omit essential information – because it is a standard document/makes shortlisting easier. • It reduces the chance of discrimination – because all candidates follow the same procedure. 	<p>1 mark for stating each advantage to NKG</p> <p>1 mark for outlining why each is an advantage</p> <p>(1 + 1) x 2</p> <p style="text-align: right;">(4 marks)</p>
1 d)	<p><u>Benefit</u></p> <ul style="list-style-type: none"> • Candidate is known – <i>NKG</i> is not gambling by appointing from outside/less training (eg induction) may be needed. • Improves morale – staff know there is the chance to progress/likely to be lower LTO for <i>NKG</i>. • Less expensive –no need for <i>NKG</i> to advertise externally/less need to train. • Appropriate – equal opportunities/links to policy. • Vacancy created - cost reduction/chance to restructure. <p><u>Drawback</u></p> <ul style="list-style-type: none"> • Limits choice –denies the chance for new ideas to be brought in from outside. • Limited expertise – <i>NKG</i> does not export so Kim/others may lack knowledge for the post. • Unsuccessful applicants – <i>NKG</i> has to deal with loss of morale. • Vacancy/vacancies – additional cost of recruiting. <p>(Do not allow simple reverse arguments for full marks)</p> <p>(Second mark in each case only awarded for clear reference to <i>NKG</i>)</p>	<p>1 mark for stating benefit to <i>NKG</i></p> <p>1 mark for describing benefit</p> <p>1 mark for stating drawback to <i>NKG</i></p> <p>1 mark for describing drawback</p> <p>(1 + 1) x 2</p> <p style="text-align: right;">(4 marks)</p>
1 e)	<ul style="list-style-type: none"> • Car parking space. • Opportunity to travel. • Language training course. • Membership of company club. • Office/own work space. • Company funded health care. • Company pension. • Extra Holidays. <p>(Accept any reference except pay-based incentives such as bonus or commission).</p>	<p>1 mark for each example of non-financial incentive appropriate for Export Sales manager</p> <p style="text-align: right;">(2 marks)</p>

Question	Expected Answer	Mark Allocation
1 f)	<p><u>Eg local college (recruitment of new lecturers)</u></p> <ul style="list-style-type: none"> • Academic staff posts are advertised in Times Educational Supplement/in local paper. • College keeps job descriptions on file/produces new ones/adapts if necessary. • College keeps person specification on file/produces new ones/adapts if necessary • College application form sent out • Applicants complete and submit with letter of application. <p><u>Eg Sainsburys (recruitment of general in-store staff)</u></p> <ul style="list-style-type: none"> • In-store staff roles advertised on website/in the local store/on the store's noticeboard. • Sainsburys uses an Information Pack/application pack. • People are asked to visit their local store and collect the Pack. • They complete the forms in the Pack and send to Sainsburys local store/hand in at the store. <p>(No marks for selection process)</p>	<p>(No mark for vacancy)</p> <p>1 mark for each point in the recruitment process in context(maximum 4 marks)</p> <p style="text-align: right;">(4 marks)</p>
1 g)	<p><u>Eg local college (recruitment of new lecturers)</u></p> <ul style="list-style-type: none"> • College is aware of EO and anti-discrimination laws in its Mission Statement – this is appropriate because good publicity/meets the law/reflects the College ethos. • Sources of recruitment vary, eg specialist (TES) for academic staff, local paper for administrative – this is appropriate because relates to target market. • Interview panels used for all interviews – this is appropriate because it ensures fairness by asking common questions/ candidates carry out the same task (presentation). <p><u>Eg Sainsburys (recruitment of general in-store staff)</u></p> <ul style="list-style-type: none"> • Sainsburys' Pack was constructed taking into account EO issues – this is appropriate because it is committed to providing a working environment where 'all feel valued, respected and able to contribute'. • Sainsburys takes action against age discrimination when recruiting and selecting, eg seeking to recruit ten thousand people from the over 50s – this is appropriate because of its Corporate Responsibility policy to reflect the diversity of its own customers. • Sainsburys offers non-traditional contracts eg 'term time' contracts when recruiting – this is appropriate because it has a policy of reflecting 	<p>1 mark for analysing each element in the recruitment/selection process in context (maximum 3 marks)</p> <p>1 mark for each point of evaluating why appropriate or not appropriate (maximum 3 marks)</p>

	the local community it serves. (No marks for just describing the process)	(6 marks)
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Question	Expected Answer	Mark Allocation
2 a)	<ul style="list-style-type: none"> • <i>Hewie plc</i> owned by shareholders/limited liability. • Morris' unlimited/carries whole risk. • <i>Hewie plc</i> operations will be influenced by Stock Market issues/shareholder actions, eg selling shares/possible takeover – <i>Morris's</i> operations will be influenced by the owner's need to live off profits made. • <i>Hewie plc</i> will be organised to reflect size and shareholder ownership, eg departmental/specialist functions – <i>Morris's</i> will operate according to the owner's wishes/will operate on a small scale. 	<p>1 mark for one feature of each form of ownership (maximum 2 marks)</p> <p>1 mark for how ownership influences how <i>Hewie plc</i> operates</p> <p>1 mark for how ownership influences how <i>Morris's</i> operates</p> <p style="text-align: right;">(4 marks)</p>
2 b) (i)	<ul style="list-style-type: none"> • <i>Hewie plc</i> is in the private sector – needs to compete for capital/keep shareholders happy/maintain share prices/keep investor confidence. • <i>Hewie plc</i> has shareholders – who expect dividends/who may otherwise sell shares. • <i>Hewie plc</i> is likely to have investors – who may otherwise withdraw funds. • Indicates success of <i>Hewie plc</i> - because objectives are used to measure performance 	<p>1 mark for applying to <i>Hewie plc</i></p> <p>1 mark for reason</p> <p style="text-align: right;">(2 marks)</p>
2 b) (ii)	<ul style="list-style-type: none"> • To take actions to maximise shareholder wealth – this is appropriate because <i>Hewie plc</i> is owned by shareholders. • To diversify into selling personal banking/vehicle insurance – because <i>Hewie plc</i> needs to spread risk/may want to enter other profitable markets. • To increase the range of non-grocery products sold by 10% by the end of 2007 – because <i>Hewie plc</i> will want to set suitable targets for its staff to try to achieve. • To offer quality goods - because <i>Hewie plc</i> is operating in a highly competitive market. • To be environmentally friendly - because <i>Hewie plc</i> has customers who will be environmentally conscious. <p>(Accept any other relevant objective)</p>	<p>1 mark for relevant objective</p> <p>1 mark for applying to a plc supermarket such as <i>Hewie plc</i></p> <p style="text-align: right;">(2 marks)</p>

Question	Expected Answer	Mark Allocation
2 c)	<p><u>Shareholders support</u></p> <ul style="list-style-type: none"> • Increase profits – may increase <i>Hewie plc's</i> dividends/increase <i>Hewie plc's</i> share prices. • Increase turnover – leads to higher profits/higher dividends for <i>Hewie plc</i>. <p><u>Shareholders oppose</u></p> <ul style="list-style-type: none"> • Cost – may reduce (short-term) profits/reduce dividends from <i>Hewie plc</i>. • Liquidity – may reduce chance of dividend payment/may increase risk for <i>Hewie plc</i>. <p><u>Local community support</u></p> <ul style="list-style-type: none"> • Jobs – increases local employment opportunities at <i>Hewie plc</i>. • Choice – more products on sale in the supermarket. <p><u>Local community oppose</u></p> <ul style="list-style-type: none"> • Traffic – busier local roads for the community. • Land – taking away from other use of parking. • When building – disruption to local life in the community. 	<p>1 mark for reason to support</p> <p>1 mark for discussion/analysing why</p> <p>1 mark for reason to oppose</p> <p>1 mark for discussion/analysing why</p> <p>1 mark for reason to support</p> <p>1 mark for discussion/analysing why</p> <p>1 mark for reason to oppose</p> <p>1 mark for discussion/analysing why</p> <p style="text-align: right;">(8 marks)</p>
2 d) (i)	<ul style="list-style-type: none"> • Maternity leave. • Minimum wage. 	<p>1 mark for each item of evidence</p> <p style="text-align: right;">(2 marks)</p>
2 d) (ii)	<ul style="list-style-type: none"> • Providing safety equipment. • Giving induction training. • Security staff/systems to handle money. • Following legal requirements. • Providing health check-ups. • Following HASAWA. • Obeying race relations legislation. • Obeying sex discrimination legislation. • Obeying disability discrimination legislation. • Pension scheme. • Contract of employment. • Security (guard). <p>(Do not accept reference to maternity pay or minimum wage)</p>	<p>1 mark for each way</p> <p style="text-align: right;">(2 marks)</p>

Question	Expected Answer	Mark Allocation
2 e)	<p><u>Eg Morrison's (supermarket): Eg Marketing and Finance</u></p> <ul style="list-style-type: none"> • Marketing seeks to promote/to attract customers – which finance will support by an advertising budget – but also control eg by agreeing the size of the budget. • Marketing staff will need to be appointed – and finance will be involved in paying/agreeing pay levels. • Marketing seeks to sell more products – finance supports by providing money eg for purchases. <p>(function must be relevant to chosen business)</p>	<p>(No mark for naming function)</p> <p>1 mark for knowledge of each function (maximum 2 marks)</p> <p>1 mark for describing in context how the two functions work together (maximum 2 marks)</p> <p style="text-align: right;">(4 marks)</p>
2 f)	<p><u>Eg Marketing</u></p> <ul style="list-style-type: none"> • Effective marketing is needed to compete – this has helped <i>Morrison's</i> increase/hold its market share against competitors – it has also helped <i>Morrison's</i> maintain its liquidity/profitability/give it the potential to expand. • Marketing creates recognition – <i>Morrison's</i> has a distinctive image through promotion/local advertising – this helps create customer loyalty/repeat purchases. • Marketing creates a corporate image – <i>Morrison's</i> experienced problems following takeover of <i>Safeway</i> – costs/confidence has been affected. • Marketing focuses on the consumer – <i>Morrison's</i> is popular/sales are increasing/it is expanding its range – this should increase profits/market share. <p>(No marks for only describing the function)</p> <p>(Generic answers without evaluating features of the named business's function are limited to 3 marks)</p>	<p>1 mark for knowledge of contribution made by the function (maximum 3 marks)</p> <p>1 mark for evaluating relevance to the business (maximum 3 marks)</p> <p style="text-align: right;">(6 marks)</p>

Question	Expected Answer	Mark Allocation
3 a)	<ul style="list-style-type: none"> • High staff turnover - new/untrained staff so customers may not be safe. • <i>MIR</i> is not providing proper safety training – so customers may not be safe/people may not be able 'to skate in a safe . . . atmosphere'. • Low Ice Rink staff morale is communicating itself to customers – so the 'atmosphere' may not be enjoyable. 	<p>1 mark for evidence (maximum 2 marks)</p> <p>1 mark for relating to aim (1 + 1) OR (2 + 0)</p> <p style="text-align: right;">(2 marks)</p>
3 b) (i)	<ul style="list-style-type: none"> • Dissatisfied customers/loss of custom – because Ice Rink staff are not able to answer questions/handle queries/deal with complaints. • Increased risk – because staff do not know what to do if a problem arises/who to contact if problem arises. • Dealing with injury/accident – Ice Rink staff cannot cope/do not know correct procedure. • Legal action/customer action – as a result of poor response by Ice Rink staff. 	<p>1 mark for stating problem arising from a lack of formal induction training</p> <p>1 mark for describing problem</p> <p style="text-align: right;">(2 marks)</p>
3 b) (ii)	<ul style="list-style-type: none"> • The union acts on behalf of its members/better representation for staff – (eg) pay talks/better pay/better conditions through representation. • The union acts on behalf of its members – able to put pressure on <i>MIR</i>/local council to improve training. • The union provides facilities – chance of discounts/offers for members. • Discussing with employees - allows outlet for grievances. 	<p>1 mark for stating role of union</p> <p>1 mark for how this role can improve morale (1 + 1) x 2</p> <p style="text-align: right;">(4 marks)</p>

Question	Expected Answer	Mark Allocation
3 c) (i)	<ul style="list-style-type: none"> • Poor induction training. • Poor health & safety training. • Poor supervision. • Poor working conditions. • Low pay. 	<p>1 mark for each hygiene factor in context</p> <p style="text-align: right;">(3 marks)</p>
3 c) (ii)	<p>Poor supervision/working conditions/pay cause job dissatisfaction –</p> <p>therefore <i>MIR</i> managers should not ignore these hygiene factors/if managers ignore these, job dissatisfaction will continue –</p> <p>but hygiene factors will not by themselves bring job satisfaction to the Ice Rink staff –</p> <p>who need motivators such as achievement, recognition of achievement, responsibility, advancement, the work itself –</p> <p>so motivators must be present for job satisfaction for Ice Rink staff.</p>	<p>1 mark for relevance of hygiene factors</p> <p>1 mark for importance of hygiene factors</p> <p>1 mark for limitation of hygiene factors</p> <p>1 mark for relevance or examples of motivators</p> <p>1 mark for importance of motivators</p> <p style="text-align: right;">(5 marks)</p>
3 d)	<p><u>Advantage</u></p> <ul style="list-style-type: none"> • Adaptable/easy to organise – <i>MIR</i> staff can (eg) negotiate when to train. • Inexpensive – <i>MIR</i> does not pay a training provider. • Job-specific – <i>MIR</i>'s specific needs will be met. • Output – <i>MIR</i> staff are being productive. <p><u>Disadvantage</u></p> <ul style="list-style-type: none"> • Quality – <i>MIR</i> may not employ specialist trainers. • Distractions – staff trainers may be called back to work due to (eg) absence. • Bad habits – <i>MIR</i> trainers may not be specialists/may reinforce current bad practice. 	<p>1 mark for stating advantage</p> <p>1 mark for applying to <i>MIR</i></p> <p>1 mark for stating disadvantage</p> <p>1 mark for applying to <i>MIR</i></p> <p style="text-align: right;">(4 marks)</p>

Question	Expected Answer	Mark Allocation
3 e) (i) and (ii)	<p><u>Eg <i>McDonalds</i></u></p> <p>(i) Stated aim is to provide friendly service in a relaxed, safe and consistent restaurant environment.</p> <p>(ii)</p> <ul style="list-style-type: none"> • Similar reference to atmosphere/environment – because both are in the tertiary sector/serving the public – both sets of customers will expect enjoyment and/or relaxation. • Both emphasise safety – <i>MIR</i> deals with physical activity, <i>McDonalds</i> must sell food that is safe/is influenced by hygiene – both sets of customers will expect high safety standards. 	<p>(i) 1 mark for stating aim</p> <p>(ii) 1 mark for applying similarity or difference to <i>MIR</i>'s aim</p> <p>1 mark for explanation</p> <p style="text-align: right;">(3 marks)</p>
3 e) (iii)	<ul style="list-style-type: none"> • Managers have the responsibility of employing restaurant staff – will employ staff who are friendly/work well with people – this supports the reference to 'friendly service' and 'relaxed environment' in the stated aim. • Managers organise/control the restaurant staff – they will organise staff efficiently – this supports a 'safe and consistent' environment mentioned in the aim. • Restaurant staff ('crew') deal directly with customers – they will need to have friendly attitude/listening skills/communication skills – this supports reference to 'friendly service' and 'relaxed environment'. • Restaurant staff ('crew') clean and maintain the restaurant – they need to be efficient – this supports a 'safe and consistent' environment mentioned in the stated aim. 	<p>1 mark for stating role or responsibility of staff (maximum 2 marks)</p> <p>1 mark for relevance of role or responsibility (maximum 2 marks)</p> <p>1 mark for evaluating how this helps the business achieve its aim (maximum 3 marks)</p> <p style="text-align: right;">(7 marks)</p>

Mark Allocation Grid 6916

Question	Content area			
	1.1	1.2	1.3	1.4
1 (a)		4		
1 b)		6		
1 c)		4		
1 d)			4	
1 e)			2	
1 f)		4		
1 g)		6		
2 a)	4			
2 b)	4			
2 c)				8
2 d)			4	
2 e)	4			
2 f)	6			
3 a)	2			
3 b) (i)		2		
3 b) (ii)				4
3 c)			8	
3 d)		4		
3 e) (i) / (ii)	3			
3 e) (iii)	7			
Marks	30	30	18	12

Question	AO1 Band equivalent			AO2 Band equivalent			AO3 Band equivalent			AO4 Band equivalent			
	1	2	3	1	2	3	1	2	3	1	2	3	
1 a)							2	2					4
1 b)	2			2	2								6
1 c)		2	2										4
1 d)	4												4
1 e)					1	1							2
1 f)					2	2							4
1 g)							1	1	1	1	1	1	6
2 a)	4												4
2 b) (i)					1	1							2
2 b) (ii)				1	1								2
2 c)		2	2				1	1	2				8
2 d) (i)				2									2
2 d) (ii)	2												2
2 e)		1	1	1	1								4
2 f)	1	1	1							1	1	1	6
3 a)				2									2
3 b) (i)	1	1											2
3 b) (ii)	2	2											4
3 c) (i)				3									3
3 c) (ii)				1	1	1	2						5
3 d)	2			2									4
3 e) (i)(ii)		1				2							3
3 e) (iii)		2		2						3			7
Total	18	12	6	16	9	7	6	4	3	5	2	2	90
	36			32			13			9			

Analysis of paper

The overall target for each Assessment Objective is based on 40%, 35%, 15% and 10% as agreed for Unit 1, which, on a 90 mark paper, gives

36 marks for AO1; 31.5 (= 32) marks for AO2; 13.5 (= 13) marks for AO3; 9 marks for AO4.

MB level analysis: MB1 18+16+6+5 = 45 (50%)
 MB2 12+9+4+2 = 27 (30%)
 MB3 6+7+3+2 = 18 (20%) (weightings as per Specimen Paper)