

Mark Scheme Summer 2009

GCSE

GCSE Business Studies (1503)

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Summer 2009

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1503/1F Mark Scheme June 2009

Question Number	Answer	Mark
1(a)	<i>(AO1 - Demonstrate = 5)</i> (i) D (ii) A (iii) D (iv) A (v) B	(5)

Question Number	Answer	Mark
1(b) (i)	<i>(AO1 - Demonstrate = 1)</i> additional payment to wages, incentive, given for meeting targets, seasonal e.g. at Christmas	(1)

Question Number	Answer	Mark
1(b) (ii)	<i>(AO1 - Demonstrate = 1)</i> buying premises, new equipment, legal costs, printed stationery	(1)

Question Number	Answer	Mark
1(b) (iii)	<i>(AO1 - Demonstrate = 1)</i> Proof of payment, given when paying for goods/services - transaction - if unsupported not accepted	(1)

Question Number	Answer	Mark
1(b) (iv)	<i>(AO1 - Demonstrate = 1)</i> Public limited company	(1)

Question Number	Answer	Mark
1(b) (v)	<i>(AO1 - Demonstrate = 1)</i> Overtime ban/strike/work-to-rule/go slow/sit in/picketing	(1)

Question Number	Answer	Mark
1(c) (i) Clerical	<i>(AO2 - Apply = 1)</i> Germany	(1)

Question Number	Answer	Mark
1(c) (ii) Clerical	<i>(AO2 - Apply = 1)</i> UK Accept United Kingdom or UK	(1)

Question Number	Answer	Mark
1(c) (iii) Clerical	<i>(AO2 - Apply = 1)</i> 16 + 21 + 11 + 16 + 6 = 70 m Accept 70, 70m, 70M, 70 Million, 70 million. Spelling of million is not an issue but it has to be 70	(1)

Question Number	Indicative content	
1(c) (iv)	<i>(AO3 - Select/Analyse = 2, AO4 - Evaluate = 2)</i> Valid points could include: cheaper than steel in UK - keep costs down - help increase profits shortage in the UK - so have to go elsewhere otherwise production stopped - advantageous currency exchange, lower costs - quality/type of steel - availability of steel. (4)	
Level	Mark	Descriptor
Level 1	1-2	Candidate analyses
Level 2	3-4	Candidate makes judgements

Question Number	Answer	Mark
1(c) (v)	<i>(AO3 - Select/Analyse =3)</i> Valid points could include: (language) - unable to speak/read - translate - difficulty with ordering - delay (distance) - long way to transport steel - add to cost (quality) - is it good enough? - damage (checked) - quality of machine tool parts may fall (delivery) - impact on production - delivery time to customers NOTE: Repetition of quality issue not acceptable if used in 1(c)(iv)	(3)

Question Number		Indicative content
2(a)		<p><i>(AO2 - Apply = 2, AO4 - Evaluate = 4)</i></p> <p>Valid points could include: complain about components - stop using B & R take custom elsewhere - bad publicity replace defective components - increase costs sales - decrease - effect on profits reputation - improved - increase in business recommend - more customers - more sales - increased profit (6)</p>
Level	Mark	Descriptor
Level 1	1-2	Candidate applies knowledge
Level 2	3-6	Candidate makes judgements

Question Number		Indicative content
2(b)		<p><i>(AO1 - Demonstrate = 1, AO3 - Select/Analyse = 2)</i></p> <p>Valid points could include: may get discount which reduces amount paid - the more bought the cheaper steel is because - discounts - may increase profit - impact on delivery costs - lower if bulk - higher - more journeys if not bulk (3)</p>
Level	Mark	Descriptor
Level 1	0-1	Candidate demonstrates knowledge
Level 2	2-3	Candidate analyse

Question Number		Indicative content
2(c) (i)		<p><i>(AO2 - Apply = 1, AO3 - Select/Analyse = 2)</i></p> <p>Valid points could include: no need to draw by hand - speeds up designing - can be seen from all angles on screen - effects of changes can be seen/tested (3)</p>
Level	Mark	Descriptor
Level 1	0-1	Candidate applies knowledge
Level 2	2-3	Candidate analyses

Question Number		Indicative content
2(c) (ii)		<p><i>AO2 - Apply = 1, AO3 - Select/Analyse = 2)</i></p> <p>Valid points could include: can do simple repetitive tasks - reduces need for people to do boring/routine tasks - increased production complex tasks done accurately - less likely to make mistakes - less waste - time saving less labour may be required - reduction in wages/salaries (3)</p>
Level	Mark	Descriptor
Level 1	0-1	Candidate applies knowledge
Level 2	2-3	Candidate analyses

Question Number	Answer	Mark
2(d) (i)	<i>(AO1 - Demonstrate = 2)</i> single/one-off product made to a customer's specification/order	(2)

Question Number	Indicative content	
2(d) (ii)	<i>(AO1 - Demonstrate = 2, AO3 - Select/Analyse = 1)</i> Valid points could include: flexible - so can change to suit customer - unique/one-off high quality products using high level of employee skill so can charge more - increase profit margin job satisfaction of employee so less boredom more likely to do a good job - less staff turnover high costs of materials/labour - may reduce profit margin if do not sell at a high price loss of economies of scale - because of small amounts of raw materials bought - more unit cost time - variable according to job - labour intensive (3)	
Level	Mark	Descriptor
Level 1	1-2	Candidate demonstrates knowledge
Level 2	3	Candidate analyses

Question Number	Answer	Mark
3(a) (i)	<i>(A01 - Demonstrate = 2)</i> Herzberg, Maslow Accept any other suitable theorist/theory eg hygiene/pyramid	(2)

Question Number	Indicative content	
3(a) (ii)	<i>(A02 - Apply = 4, A03 - Select/Analyse = 2)</i> Valid points could include: ensuring the order book is full which means there is enough work for workers so they feel secure in their jobs with no fear of redundancy by praising employees for jobs well done so their self-esteem is high meaning they enjoy their jobs and want to do well for themselves and for the business giving employees responsibility for their own quality so again they experience a sense of personal achievement and satisfaction in a job well done increase wages/give bonus - increases satisfaction from working (6)	
Level	Mark	Descriptor
Level 1	1-4	Candidate applies knowledge
Level 2	5-6	Candidate analyses

Question Number	Answer	Mark
3(b) (i)	<i>(A02 - Apply = 2)</i> $10\ 000 + 25\% = \text{£}12\ 500$ NB correct response if no working - 2 marks 1 mark for correct method but wrong answer No £ sign maximum 1 mark	(2)

Question Number	Answer	Mark
3(b) (ii)	<i>(A03 - Select/Analyse = 2)</i> (adding a % mark up to cost of product) ensures costs are covered and profit made	(2)

Question Number	Answer	Mark
3(c) (i)	(A01 - Demonstrate = 2) place/location/promotion/packaging	(2)

Question Number	Indicative content	
3(c) (ii)	(A03 - Select/Analyse = 2, A04 - Evaluate = 4) Valid points could include: no product = no price, promotion, place, revenue - its the basis of the marketing mix - allows B & R to differentiate to make its product better than competitors - needs to have high quality and maybe special features in order to sell - also a good after sales service to support the product/customer - B & R are renowned for/have reputation for its high quality products - customers keep returning because of it - meets customer needs - increases sales (6)	
Level	Mark	Descriptor
Level 1	1-2	Candidate analyses
Level 2	3-6	Candidate make judgement(s)

Question Number	Answer	Mark
4(a) (i)	<p><i>(AO2 - Apply = 2)</i></p> <p>Gross profit 900 000 - 400 000 = £500 000 Net profit 500 000 - 380 000 = £120 000 OFR</p> <p>Note if £ sign missing 1 mark only</p>	(2)

Question Number	Answer	Mark
4(a) (ii)	<p><i>(AO2 - Apply = 2)</i></p> <p>Gross profit ratio 55.55r 55.56 55.6 56 or as a ratio - 1:0.55</p> <p>Net profit ratio 13.33r 13.3 13 or as a ratio - 1:0.13</p> <p>OFR NB % sign is not necessary</p>	(2)

Question Number	Indicative content	
4(a) (iii)	<p><i>(AO3 - Select/Analyse = 7)</i></p> <p>Valid points could include: GP ratio - try to increase sales but keep cost of sales same OR reduce cost of sales (cheaper raw materials or discounts) but maintain sales NP ratio - try to sell more products - increase marketing - increasing sales but keeping expenses low OR reducing expenses while keeping same sales</p> <p>(if only one ratio discussed max 5)</p>	
	(7)	
Level	Mark	Descriptor
Level 1	1-4	Candidate makes basic analysis
Level 2	5-7	Candidate makes sound analysis

Question Number	Answer	Mark
4(b) (i)	<i>(AO1 - Demonstrate = 2)</i> part of profits not taken out of business by owners or paid as dividends to shareholders - for use within the business/reinvested/kept back for future use	(2)

Question Number	Answer	Mark
4(b) (ii)	<i>(AO4 - Evaluate = 4)</i> Valid points could include: may not be enough so still have to borrow from bank and pay interest opportunity cost - when used up not available for anything else - may miss a business opportunity if no retained profit/reserves - nothing to fall back on	(4)

Question Number	Indicative content	
4(b) (iii)	<i>(AO1 - Demonstrate = 1, AO2 - Apply = 2)</i> own capital if he has any friends may be willing to invest though they might take their money out suddenly if they need it themselves sell shares - cannot sell shares to the public but can to business associates/friends - will have to then pay dividends from profits short term sources - hire purchase/leasing/government grants NB references to overdrafts not acceptable	
	(3)	
Level	Mark	Descriptor
Level 1	0-1	Candidate demonstrates knowledge
Level 2	2-3	Candidate applies knowledge

Quality of Written Communication for question 4bi - iii(QWC)

There are 5 marks available for Quality of Written Communication for this question using the following criteria:

Level 3 - Candidate write in sentences which are clear, structured and coherent. They spell, punctuate and use the rules of grammar with few errors using a range of specialist terms appropriately and with precision. **4-5 marks**

Level 2

Candidates write in sentences with a clear and structured style. They spell, punctuate and use the rules of grammar with considerable accuracy. **2-3 marks**

Level 1

Candidates write in sentences with a limited structure. They spell, punctuate and use the rules of grammar with reasonable accuracy. **1 mark**

QWC - 5 marks

Question Number		Indicative content
5(a) (i)		<p><i>(AO2 - Apply = 3, AO3 - Select/Analyse = 3)</i></p> <p>Valid points could include: finance extra expansion/growth - no need to borrow/no interest payments - increased marketing and promotion budget/can be reinvested encourages investors as they will want to invest into a profitable business/increased capital stimulates business to take risks because they can afford to can buy technology to remain competitive - increase efficiency - increase profits even further improved working environment training - higher skills - better quality of product</p> <p style="text-align: right;">(6)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate applies knowledge
Level 2	4-6	Candidate analyses

Question Number		Indicative content
5(a) (ii)		<p><i>(AO4 - Evaluate = 6)</i></p> <p>Valid points could include: need to grow in order to survive - failure to grow might result in loss of competitive edge/decline in demand/closure - if grow may dominate the market - monopoly power - raise price - diversify - take/bear more risks - sell to alternative markets - introduce new products if car industry declines have others to go to - benefit from economies of scale - more efficient - lower costs - increased profits - change business organisation - increased customer base - employ more/skilled workers</p> <p style="text-align: right;">(6)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate makes sound judgement(s)
Level 2	4-6	Candidate makes basic judgement(s)

Question Number		Indicative content
5(b)		<p><i>(AO1 - Demonstrate =4, AO2 - Apply = 4)</i></p> <p>Valid points could include: nearness to raw materials/steel industry/car manufacturers - keep transport costs down nearness to motorway links to south/south east/south west/north east/north west - convenient for transport - customers visiting the factory - centre of the country availability/cost of suitable premises - traditional industrial area/factories available availability of suitable employees - former car industry employees with the right skills - nearness to University - graduate employees outgrown other premises - maybe had to move to accommodate expanding business</p> <p style="text-align: right;">(8)</p>
Level	Mark	Descriptor
Level 1	1-4	Candidate demonstrates knowledge
Level 2	5-8	Candidate applies knowledge

1503/2H Mark Scheme June 2009

Question Number	Answer	Mark
1(a) (i)	<p><i>(AO2 - Apply = 2)</i></p> <p>Gross profit 900 000 - 400 000 = £500 000 Net profit 500 000 - 380 000 = £120 000 OFR</p> <p>Note if £ sign missing 1 mark only</p>	(2)

Question Number	Answer	Mark
1(a) (ii)	<p><i>(AO2 - Apply = 2)</i></p> <p>Gross profit ratio 55.55r 55.56 55.6 56 or as a ratio - 1:0.55</p> <p>Net profit ratio 13.33r 13.3 13 or as a ratio - 1:0.13</p> <p>OFR NB % sign is not necessary</p>	(2)

Question Number	Indicative content	
1(a) (iii)	<p><i>(AO3 - Select/Analyse = 7)</i></p> <p>Valid points could include: GP ratio - try to increase sales but keep cost of sales same OR reduce cost of sales (cheaper raw materials or discounts) but maintain sales NP ratio - try to sell more products - increase marketing - increasing sales but keeping expenses low OR reducing expenses while keeping same sales</p> <p>(if only one ratio discussed max 5)</p>	
	(7)	
Level	Mark	Descriptor
Level 1	1-4	Candidate makes basic analysis
Level 2	5-7	Candidate makes sound analysis

Question Number	Answer	Mark
1(b) (i)	<i>(AO1 - Demonstrate = 2)</i> part of profits not taken out of business by owners or paid as dividends to shareholders - for use within the business/reinvested/kept back for future use	(2)

Question Number	Answer	Mark
1(b) (ii)	<i>(AO4 - Evaluate = 4)</i> Valid points could include: may not be enough so still have to borrow from bank and pay interest opportunity cost - when used up not available for anything else - may miss a business opportunity if no retained profit/reserves - nothing to fall back on	(4)

Question Number	Indicative content	
1(b) (iii)	<i>(AO1 - Demonstrate = 1, AO2 - Apply = 2)</i> own capital if he has any friends may be willing to invest though they might take their money out suddenly if they need it themselves sell shares - cannot sell shares to the public but can to business associates/friends - will have to then pay dividends from profits short term sources - hire purchase/leasing/government grants (3) NB references to overdrafts not acceptable	
Level	Mark	Descriptor
Level 1	0-1	Candidate demonstrates knowledge
Level 2	2-3	Candidate applies knowledge

Quality of Written Communication for question 1bi - iii(QWC)

There are 5 marks available for Quality of Written Communication for this question using the following criteria:

Level 3 - Candidate write in sentences which are clear, structured and coherent. They spell, punctuate and use the rules of grammar with few errors using a range of specialist terms appropriately and with precision. **4-5 marks**

Level 2

Candidates write in sentences with a clear and structured style. They spell, punctuate and use the rules of grammar with considerable accuracy. **2-3 marks**

Level 1

Candidates write in sentences with a limited structure. They spell, punctuate and use the rules of grammar with reasonable accuracy. **1 mark**

QWC - 5 marks

Question Number		Indicative content
2(a) (i)		<p><i>(AO2 - Apply = 3, AO3 - Select/Analyse = 3)</i></p> <p>Valid points could include: finance extra expansion/growth - no need to borrow/no interest payments - increased marketing and promotion budget/can be reinvested encourages investors as they will want to invest into a profitable business/increased capital stimulates business to take risks because they can afford to can buy technology to remain competitive - increase efficiency - increase profits even further improved working environment training - higher skills - better quality of product</p> <p style="text-align: right;">(6)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate applies knowledge
Level 2	4-6	Candidate analyses

Question Number		Indicative content
2(a) (ii)		<p><i>(AO4 - Evaluate = 6)</i></p> <p>Valid points could include: need to grow in order to survive - failure to grow might result in loss of competitive edge/decline in demand/closure - if grow may dominate the market - monopoly power - raise price - diversify - take/bear more risks - sell to alternative markets - introduce new products if car industry declines have others to go to - benefit from economies of scale - more efficient - lower costs - increased profits - change business organisation - increased customer base - employ more/skilled workers</p> <p style="text-align: right;">(6)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate makes sound judgement(s)
Level 2	4-6	Candidate makes basic judgement(s)

Question Number		Indicative content
2(b)		<p><i>(AO1 - Demonstrate =4, AO2 - Apply = 4)</i></p> <p>Valid points could include: nearness to raw materials/steel industry/car manufacturers - keep transport costs down nearness to motorway links to south/south east/south west/north east/north west - convenient for transport - customers visiting the factory - centre of the country availability/cost of suitable premises - traditional industrial area/factories available availability of suitable employees - former car industry employees with the right skills - nearness to University - graduate employees outgrown other premises - maybe had to move to accommodate expanding business</p> <p style="text-align: right;">(8)</p>
Level	Mark	Descriptor
Level 1	1-4	Candidate demonstrates knowledge
Level 2	5-8	Candidate applies knowledge

Question Number		Indicative content
3(a)		<p><i>(AO1 - Demonstrate = 3, AO2 - Apply = 2, AO4 - Evaluate = 3)</i></p> <p>Valid points could include: specialist magazines - industry specific therefore only interested parties will read these - targeting existing and prospective customers - no wasted advertising revenue trade fairs - all similar businesses together - very similar to specialist magazines/trade directories - can speak directly to interested customers - explain products direct selling - target those businesses who would/might be interested in the high tech components/parts/tools - no middlemen - chain of distribution short - control distribution internet - 24/7 - world wide - access</p> <p style="text-align: right;">(8)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate demonstrates knowledge
Level 2	4-5	Candidate applies knowledge
Level 3	6-8	<p>Candidate makes judgement(s)</p> <p><i>Trade or specialist magazines specialize in matters that are of interest to a trade or industry. They contain articles on new products and things of general interest to the trade. Alongside these will be advertisements of businesses like B & R so anyone looking for a manufacturer of tools is likely to look there which could result in new customers. Trade fairs are events where manufacturers like B & R would gather together to promote their products. The products are put on display with members of B & R there to explain the processes and persuade customers to buy from them. It is an ideal opportunity for B & R to attract new customers. Direct selling means contacting the customer directly with no need to go through a middleman. Only interested customers would be contacted which means they are targeted directly.</i></p>

Question Number	Answer	Mark
3(b) (i)	<i>(AO1 - Demonstrate = 2)</i> process of gathering primary/field and secondary/desk research so marketing/production decisions can be made	(2)

Question Number	Indicative content	
3(b) (ii)	<i>(AO1 - Demonstrate = 3, AO3 - Select/Analyse = 3)</i> Valid points could include: knowing customer characteristics/needs means B & R can tailor its products to suit these customers - being very specific means they can specialise - premium products means premium prices they can also identify any gaps in the market and develop products to plug this gap - anticipate future changes - be first before competitors to gain more market share (6)	
Level	Mark	Descriptor
Level 1	1-3	Candidate demonstrates knowledge
Level 2	4-6	Candidate analyses

Question Number	Indicative content	
3(b) (iii)	<i>(AO3 - Select/Analyse = 3, AO4 - Evaluate = 1)</i> not if competitors promote aggressively - spend on advertising - offer better services to customers - offer better products - then customers will go to competitors yes if B & R promote/advertise to/target prospective customers - offer consistently high quality products - offer products customers want may mean an increase in the number of customers - depends whether B & R's sales increase by the same % as the % increase in the sales of the market as a whole or if their sales remain stable as the total sales of the market increase (4)	
Level	Mark	Descriptor
Level 1	1-3	Candidate analyses
Level 2	4	Candidate makes judgement(s)

Question Number	Answer	Mark
4(a) (i)	<i>(AO1 - Demonstrate = 2)</i> batch production mass/flow/line production	(2)

Question Number	Indicative content	
4(a) (ii)	<i>(AO1 - Demonstrate = 1, AO2 - Apply = 6)</i> Valid points could include: one-off nature because parts are specially made for purpose before passing on to component manufacturers specialist part made to customer requirements so not lots made flexibility of job production important when/if customer changes specification (7)	
Level	Mark	Descriptor
Level 1	0-1	Candidate demonstrate knowledge
Level 2	2-7	Candidate applies knowledge

Question Number	Answer	Mark
4(a) (iii)	<i>(AO4 - Evaluate = 3)</i> labour costs are less in Asian countries which helps keep costs down - if sales are high then profits can be improved - better reward to owner(s) - technologically advanced - land - skilled workforce available - cheaper raw materials - less legislation	(3)

Question Number		Indicative content
4(b)		<p>(AO1 - Demonstrate = 3, AO2 - Apply = 2, AO3 - Select/Analyse = 3)</p> <p>Valid points could include: all employees whatever they do are responsible for and committed to quality - aims to prevent mistakes which costs money to correct or through wastage - each worker does their best in their jobs - errors cost business so best if things done correctly first time - TQM prevents problems and poor quality products before final production - B & R have a reputation for high quality which it tries to maintain through TQM which helps it also maintain or even improve its market share - may bring back customers who have gone abroad</p> <p style="text-align: right;">(8)</p>
Level	Mark	Descriptor
Level 1	1-3	Candidate demonstrates knowledge
Level 2	4-5	Candidate applies knowledge
Level 3	6-8	Candidate analyses <i>Because TQM needs total commitment from all employees there is every chance that B & R will produce high quality products first time. There will be no wastage incurring high costs, savings which it can either pass on to customers or help in improving profits. This philosophy of inbuilt quality helps give B & R a competitive edge and a reputation for high quality products which should see existing customers returning and new customers being drawn through B & R's reputation.</i>

Question Number		Indicative content
5 (a)		<p>(AO1 - Demonstrate = 2, AO3 - Select/Analyse = 4, AO4 - Evaluate = 4)</p> <p>Valid points could include:</p> <p>(offering apprenticeships) - taking trainees on at 16/18 and through a combination of work experience, on the job training and college/off-the-job training getting them through the qualifications needed to become a machine tool operator - the trainee is being paid throughout the training which is motivational - they are being trained in the workplace which means they can do their job at the same time - being trained specifically for B & R</p> <p>(sponsorship) - applicants are sponsored or paid through their college or university education - it means they will have no money worries as they study - when they have qualified they are guaranteed a job with B & R - B & R are therefore guaranteed good quality/highly educated entrants which no competitor will poach because the entrant will be obliged to stay with B & R for some time</p> <p>(job fairs) - college/university students all attend especially those particularly interested in engineering - B & R will be able to assess the students and try and persuade some to apply for jobs - will be appealing to interested/motivated graduates</p> <p style="text-align: right;">(10)</p>
Level	Mark	Descriptor
Level 1	1-2	Candidate demonstrates knowledge
Level 2	3-6	Candidate analyses
Level 3	7-10	<p>Candidate makes judgement(s)</p> <p><i>By offering apprenticeships B & R are hopefully attracting applicants who really want to work in that environment and are motivated to do so. They will gain nationally recognised qualifications as well as be trained in how B & R work. They are working so it is another pair of hands in the workplace which are getting more experienced as their apprenticeship progresses. Sponsoring students through university guarantees a well qualified applicant when they have finished their courses. B & R are getting the student before anyone else does. All students who are interested in engineering will attend these job fairs where B & R will be able to assess them and if the students are well qualified try and persuade them to join B & R. It hopefully saves B & R advertising for applicants and therefore cuts out some of the recruitment procedures, saving on time, money and effort.</i></p>

Question Number	Indicative content	
5 (b)	<p>(AO1 - Demonstrate = 3, AO2 - Apply = 3, AO3 - Select/Analyse = 2, AO4 - Evaluate = 2)</p> <p>Valid points could include: Maslow - security/social - employees at B & R have a sense of belonging to a highly committed and dedicated workforce - with a full order book jobs are secure self-esteem - important for employees to feel happy with what they have achieved - the nature of the job (one-off/high quality) means employees get a lot of job satisfaction self-fulfilment - ongoing training as well job satisfaction means employees feel a sense of personal achievement - some of them as may have already been head hunted Herzberg - hygiene factors - salary/job security - relationships - supervision - working conditions - do not make employees work better but having them makes employees happier motivators - promotion - responsibility - doing something well and recognition/achievement - the job itself - personal achievement (10)</p>	
Level	Mark	Descriptor
Level 1	1-3	Candidate demonstrates knowledge
Level 2	4-6	Candidate applies knowledge
Level 3	7-8	<p>Candidate analyses</p> <p><i>Having a happy and well-motivated workforce can provide an enormous benefit to B & R. Employees are committed to see B & R succeed so productivity will be increased and any disputes or grievances are sorted out quickly and amicably. Job satisfaction is high because of the nature of the job but it is also high because the management respects the skills of employees and frequently praises them for their work which according to Maslow improves their self-esteem. The really motivating factors suggested by Herzberg are connected with the job itself as people are motivated according to how interesting their job is, what variety it provides as well as what opportunities for achievement, recognition, promotion and responsibility it provides.</i></p>
Level 4	9-10	<p>Candidate makes judgement(s)</p> <p><i>Having a happy and well-motivated workforce can provide an enormous benefit to B & R. It means employees take very little time off and staff turnover is low. Employees are committed to see B & R succeed so productivity will be increased and any disputes or grievances are sorted out quickly and amicably. Job satisfaction is high because of the nature of the job but it is also high because the management respects the skills of employees and praises them for their work frequently which according to Maslow improves their self-esteem. B & R also pays well for the expertise of employees which again Maslow called the physical needs of employees. The really motivating factors suggested by Herzberg are connected with the job itself as people are motivated according to how interesting their job is, what variety it provides as well as what opportunities for achievement, recognition, promotion and responsibility it provides. B & R also pays well for the expertise of employees. B & R have not underestimated the potential of motivating their employees. They believe motivation occurs when employees want to do something so they have created a culture where employees want to succeed for themselves and for the good of the business. It is for these reasons staff turnover is low - employees enjoy working at B & R and are reluctant to leave which helps further B & R's image and reputation.</i></p>

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