

Mark Scheme (Results)

January 2010

Principal Learning

Business, Administration and Finance
BA308 Responding to Change in Business

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General marking guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question number	Answer	Mark
1	A	(1)

Question number	Answer	Mark
2	A	(1)

Question number	Answer	Mark
3	D	(1)

Question number	Answer	Mark
4	B	(1)

Question number	Answer	Mark
5	C	(1)

Question number	Answer	Mark
6 (a)	<p>The response is judged on the quality of the argument given to support the decision on whether the factor is influential or not. There will be other examples given by learners to justify their answers. These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> Changes in global economic growth may change the pattern of demand (1). People/Firms will have less disposable income/Retained Profit if growth is low (1) this leads to a fall in revenue for BA due to the luxury nature of the product (1). <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> Economic growth will still mean that people/firms have more money (1) therefore they will still use BA (1). The demand for BA will depend on the range and value of products (1). It is likely that in the future there will be less competition after the effects of the recession (1) 	(3)

Question number	Answer	Mark
6 (b)	<p>The response is judged on the quality of the argument given to support the decision on whether the factor is influential or not. There will be other examples given by learners to justify their answers.</p> <p>These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> Changes in taxation might seriously affect demand (1). People may be more reluctant to fly due to higher prices (1) this leads to less customers, therefore less revenues for BA (1). <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> BA might be seen to have a price inelastic product with long haul flights(1) There are no close substitutes for this product (1). Business people and people with family will have little choice but to use BA (1). 	(3)

Question number	Answer	Mark
6 (c)	<p>The response is judged on the quality of the argument given to support the decision on whether the factor is influential or not. There will be other examples given by learners to justify their answers.</p> <p>These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> If the value of sterling is low it will be more expensive for UK based people to fly abroad(1) demand for long haul flights will fall(1) so BA will see a decline in revenues (1). <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> BA is a multinational company (1) a weak Pound will see increased demand from abroad (1). This is likely to negate the lower UK demand, in fact the global market is potentially much bigger than the UK market (1). 	(3)

Question number	Answer	Mark
7 (a)	<p>Appropriate advantage could include planning, target setting, monitoring etc.</p> <p>Possible advantages of change through business plans and goals which are set by the management include:</p> <ul style="list-style-type: none"> • Expertise of the managers (1) this would help the business to set appropriate targets for the company (1) and to make the changes that are required for the firm to survive and grow (1). 	(3)

Question number	Answer	Mark
7 (b)	<p>Appropriate disadvantages could include time consuming, costly, timeliness etc.</p> <p>Possible disadvantages of change through business plans and goals which are set by the management include:</p> <ul style="list-style-type: none"> • Poor management could see serious mistakes at the company(1), and in a rapidly changing market it might be too late to undo any mistakes that affect the business (1) This could lead to severe effects, such as the collapse of the company (1). 	(3)

Question number	Answer	Mark
8 (a)	<p>1 mark for the identification of each reason and 1 mark for some development, for example <i>BA staff might not understand the changes (1) and therefore are fearful of job losses (1)</i>.</p> <p>Possible reasons for resistance to change may include:</p> <ul style="list-style-type: none"> • Parochial self interest • Misunderstanding • Low tolerance of change • Different assessments of the situation 	(2 x 2) (4)

Question number		Answer
8 (b)		<p>The command word in the question is 'assess' so the emphasis in marking should be on identifying the evaluative skills demonstrated in the answer. Possible ways that individuals can respond to change may include:</p> <ul style="list-style-type: none"> • Becoming well informed about the changes • Seeking opportunities to develop skills and experience • Becoming involved in initiatives • Developing plans for own career • Monitoring stress and seeking to reduce stress • Seeking support if needed <p>If candidates use Kubler-Ross Change curve or other theorist then should not award above level 1. Don't award responses that BA may make. Question asks about employee response not BA</p>
Level	Mark	Descriptor
	0	Non-rewardable material
1	1-4	<p>Two ways are given but there is little supporting analysis. A judgement is provided but with little or no justification. The argument makes some limited use of appropriate terminology and concepts. The presentation of the argument will be limited, possibly with confused understanding. One way may be given with some good developed analysis and some reasoned evaluative comment. This could achieve 4 marks.</p> <p>Note: At level 1, can award 3 for one way very well developed</p>
2	5-8	<p>Two ways are given, with some analysis of each, to explain where change can be come from.</p> <p>The learner makes clear, evaluative statements about the degree to which the identified way will help an individual to manage their response to change. Judgements made will have some support and at the top of the band will be clearly linked to a large organisation and the issues that it is facing. For example, there may be comments about the current nature of the airline industry The argument is presented in a logical manner and makes appropriate use of terms and concepts.</p>

Question number	Answer	Mark
9 (a)	<p>1 mark for the identification of an advantage or disadvantage, and 1 mark for some development of each. There are other answers besides the ones suggested below, but the mark allocation will be similar to that indicated.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none">• Measurement of changes in customer satisfaction will suggest whether the changes are working (1). If customers are happy they are likely to come back to BA (1). <p>Possible disadvantages include:</p> <ul style="list-style-type: none">• Improving customer satisfaction will increase costs (1) It is likely to require training and an improved quality of product (1) <p style="text-align: right;">(2 x 2)</p> <p>If candidate considers only one side but this is well developed award max 3 marks</p>	(4)

Question number	Answer	Mark
9 (b)	<p>1 mark for the identification of an advantage or disadvantage, and 1 mark for some development of each. There are other answers besides the ones suggested below, but the mark allocation will be similar to that indicated.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> Benchmarking will allow BA to measure themselves against the competition (1) this will allow BA to see whether they have met their key goals or not (1) <p>Possible disadvantages include:</p> <ul style="list-style-type: none"> Badly performing firms can find the benchmarking process demoralising (1) this may mean increased pressure/stress on both management and staff (1) <p style="text-align: right;">(2 x 2)</p> <p>If candidate considers only one side but this is well developed award max 3 marks</p>	(4)

Question number	Indicative content	
10	<p>The emphasis of the marking should be on the quality of the argument presented and the skills demonstrated.</p> <p>Allow relevant comments relating to customers as well as employees</p>	
Level	Mark	Descriptor
	0	Non-rewardable material
1	1-4	The learner will be able to show how Kubler-Ross is used to manage the respond to change. At the top of the level there will tend to be an assumption that the method will help the organisation to respond to change without an assessment of the underlying assumptions. At the bottom of the level it is likely that just the way will be given with little more offered. As a result, any judgement will be simplistic at best in this level if it is present at all.
2	5-7	The learner will show some understanding of how it is used to manage the response to the changes being made at BA. At this level there will be some weak evaluation of the extent to which this theory can help the organisation to respond to change and there may be an assumption that it will automatically do so without any recognition of the extent to which such a way might work. At the bottom of this level the argument will be weak with little attempt to justify the assumption.
3	8-10	The candidate is able to show how it enables the organisation to respond to change. At the top of the level the answer will clearly make reference to the <i>extent</i> to which the theory will help the organisation to respond to change. The associated judgement will be well supported using the learner's own knowledge and any part of the evidence. At the bottom of the level there will be some hint at the extent to which the way will assess the impact accurately but the support will be weaker.

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