

Mark Scheme (Results) Summer 2010

Principal Learning

Business, Administration and Finance
BA207 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, ie 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	D	(1)

Question Number	Answer	Mark
2	A	(1)

Question Number	Answer	Mark
3	B	(1)

Question Number	Answer	Mark
4	C	(1)

Question Number	Answer	Mark
5	D	(1)

Question Number	Answer	Mark
6	<p>1 mark for identifying an appropriate environmental change. Possible responses include:</p> <ul style="list-style-type: none"> • Climate change • Waste management • Renewable sources • Sustainability <p>Any other examples of appropriate environmental changes can be accepted.</p> <p style="text-align: right;">(1 x 1)</p>	(1)

Question Number	Answer	Mark
7	<p>The marks are awarded for the links made in the development of the answer as suggested below. In the case of the minimum legal entitlement to paid holidays, for example:</p> <p>Full time workers are now entitled to an increase from 24 to 28 days paid holiday a year, part-time workers with pro-rata increases (1). It is estimated this will benefit two million employees, many of whom are part-time low-paid women (1). This will increase a business' costs for covering additional holidays (1) and hence profit levels could fall (1).</p> <p>Any other appropriate employment legislation changes can be accepted</p> <p style="text-align: right;">(4 x 1)</p>	(4)

Question Number	Answer	Mark
8 (a)	<p>1 mark for each factor.</p> <p>Factors that could be given include:</p> <ul style="list-style-type: none"> • To become a global fashion retailer • Easier to travel to overseas operations • Attract the best talent • Prepare for growth <p style="text-align: right;">(2 x 1)</p>	(2)

Question Number	Answer	Mark
8 (b)	<p>1 mark for each benefit.</p> <ul style="list-style-type: none"> • Increased likelihood business will survive • Business forms a better fit with its business environment • Advantages over its competitors • Increased chances of success • Better able to change again as need arises <p style="text-align: right;">(2 x 1)</p>	(2)

Question Number	Answer	Mark
8 (c)	<p>The marks are awarded for the links made in the development of the answer as exemplified below. For example, the ways for employees to deal with consequences of the change:</p> <p>Employees can find out what is happening and what is going to change through meetings (1). This will enable them to assess how it will affect them in terms of benefits and risks (1). The employees can decide how they feel about the changes (1) and examine the retention packages offered (1).</p> <p>Accept any other appropriate response.</p>	(4)

Question Number		Indicative content
8 (d)		<p>The likely impact of the move to London on the employees would be twofold:</p> <ul style="list-style-type: none"> • Those who are left behind could be affected with the loss of familiar colleagues and managers (1); taking on different work processes (1); they could be anxious about job security (1); they could be positive about keeping their jobs and not having to relocate. • Those who move to London are either excited with the prospect of moving to London (1) with the new opportunities and attractive retention packages, or they might be resistant (1) and experience fear and stress as they don't want the upheaval of moving home and families (1). <p>A fully developed argument could cover either side for the full mark.</p>
Level	Mark	Descriptor
	0	Non-rewardable material
1	1 - 2	A reason is given with some support for both types of employee and but little use is made of the evidence. At the bottom end it will show just the reaction to the change but with little or no justification.
2	3 - 4	There is some understanding of the reason provided although the assessment is likely to be weak. At least one reaction to the change is assessed. Both sides covered with weak development. One side fully developed for 4 marks.
3	5 - 6	Reasons are provided which are referenced to the evidence. At the top end of the band there is a clear justification, whilst at the lower end this justification is weaker. Both sides fully developed for full marks.

Question Number	Answer	Mark
9 (a)	<p>1 mark for each advantage.</p> <p>Advantages that could be given include:</p> <ul style="list-style-type: none"> • Is cost effective - lots of features and functions on new iphones • Being able to have 24/7 contact with staff anywhere in the world • Reduces office accommodation costs eg hotdesking • Increases efficiency of staff - reports produced and sent, video conferencing meetings with staff/customers • Diary management • Happier staff - more productive <p style="text-align: right;">(2 x 1)</p>	(2)

Question Number		Indicative content
9 (b)		<ul style="list-style-type: none"> It could be argued that this is a step change as the developments in technology have been relatively quick, such as sending emails, video conferencing etc. Alternatively it could be argued that changes to phones have gradually occurred over a period of time eg the technology has been around for many years but has not been developed into a "package" of uses.
Level	Mark	Descriptor
	0	Non-rewardable material
2	1 - 2	A judgement is provided with some support at the top end of the band but little use is made of the evidence and the learner's own knowledge. There is little justification for the judgement given.
3	3 - 6	A judgement is provided which is well supported by reference to the evidence and the learner's knowledge. There is a clear justification at the top end of the bank for the answer and support is given for the justification. At the lower end the justification is weaker. The argument is presented in a logical manner and makes appropriate use of terms and concepts.

Question Number		Indicative content
9 (c)		Possible reactions for the employee: <ul style="list-style-type: none"> Can work from home eg less commuting, save money on lunches and travel Increased job satisfaction eg more productive Is excited at being able to manage own time Need to be disciplined and could be more easily distracted working away from the office Technology can have too many features which are confusing and cause anxiety or fear Can feel isolated with loss of familiar colleagues and managers Can be resistant to the change - is a technophobe
Level	Mark	Descriptor
	0	Non-rewardable material
1	1 - 2	At this level the changes in working practices as a result of technological change is very limited. At the top of the level there will be at least one reaction for the employee. At the bottom of the level a reason is provided with some support for the use of the technology but little use is made of the evidence. There is little or no examination.
2	3 - 5	There is some understanding of the changes to work practices, although the evaluation of the effect on the employee is weak. More than one appropriate reaction for the employee is provided from either own knowledge or the information.
3	6 - 8	The learner makes a well supported judgement of the effects of technological change on working practices, using own knowledge as well as evidence from the information. At the top of the level the answer will fully examine examples of both positive and negative reactions. At the bottom of the level the examination is evident but not so convincing.

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