

Mark Scheme (Results)

Summer 2010

Principal Learning

Business, Administration and Finance
BA309 Corporate Social Responsibility

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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	C	(1)

Question Number	Answer	Mark
2	C	(1)

Question Number	Answer	Mark
3	A	(1)

Question Number	Answer	Mark
4	D	(1)

Question Number	Answer	Mark
5	B	(1)

Question Number	Answer	Mark
6(a)	<p>Improved relations and image with customers. (1) Increases potential market share (1), leading to increased revenue and profits (1). OR Maintain relationships with business partners (1). To maintain continuity in the supply chain (1), ensuring a long-term future of the business (1). OR Maintaining shareholder relationships (1). Avoiding fluctuations in share price (1) and makes planning for future growth easier (1). Accept other suitable content</p> <p>1 mark for identification (level1) 1 mark for basic explanation, 1 mark for development (level 2)</p>	(3)

Question Number	Answer	Mark
6(b)(i)	Maintain a stable, skilled workforce i.e. low labour turnover (1). A skilled staff will be more productive (1), because they are more knowledgeable and will work quicker with fewer mistakes and waste (2). OR Recruiting better quality employees (1). Wider pool of applicants for jobs at Toyota who would want to work for the best employers (1). This would give Toyota a competitive advantage because staff feel proud to work for the company and are therefore more productive (2). OR Improved industrial relations (1). Collaborative working, can avoid strikes (Toyota's no strike agreement) (1). Reduced costs from fewer days lost due to industrial action and improved employee motivation resulting from mutual trust and responsibility (2).	(4)

Question Number	Answer	Mark
6(b)(ii)	Meeting customer needs (1). Increasing market share and revenue (1). Building reputation and belief in the company for reliability, quality and innovation (2). OR Wide range of products on offer (1). Products for different segments of the market (1). Aware of market trends and future needs, including environmental concerns leading to higher revenues (2).	(4)

Question Number		Indicative Content
6(c)		<p>Possible answers include</p> <p>Corporate citizenship includes the responsibility of a business to customers, and relates to honesty over the safety of the product and the product features. It also includes promotion of health and safety and the protection of consumers and the general public.</p> <p>The safety features developed by Toyota will make driving safer and reduce the number of accidents and fatalities on roads.</p> <p>This in turn will improve the customers trust in the business and should lead to increased sales revenues, profits and thus dividends to shareholders. There could also be a benefit from less marketing costs due to increase in free P.R.</p> <p>Likely future legislation will require manufacturers to increase safety features. Toyota is getting an early lead over competitors.</p> <p>In the short-term shareholder return may be lower due to the cost of research and development. This may cause conflict.</p> <p>This is an investment in long-term shareholder returns.</p> <p>Accept other suitable content (but not environmental or recycling answers as the question is about safety)</p>
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	<p>Limited understanding is shown. Work is basically descriptive in nature.</p> <p>The candidate fails to explain the link between customers and shareholders both benefiting.</p> <p>The candidate is likely to only consider one aim such as increased revenues (leading to maximised shareholder returns) or decreased traffic deaths (from improved traffic safety measures).</p>
2	4-6	<p>Sound understanding shown of the content.</p> <p>Starting to analyse and use examples from the stimulus material, so the answer is in context.</p> <p>The candidate must consider both aims in their response, and identify potential conflicts.</p>
3	7-8	<p>Detailed understanding shown using examples from the stimulus material.</p> <p>Analysis links increased profits and dividends to the consumer/community benefit of fewer traffic accidents and deaths. Candidates may refer to short-term costs and long-term benefits, which lead to a win-win scenario where both stakeholder groups benefit.</p>

Question Number	Answer	Mark
6(d)	<p>Possible line of argument could include:-</p> <p>Economic down turn makes organisations seek ways to cut costs (1), but quality of life and sustainability issues are still valid concerns (1).</p> <p>In recent past, the trust in major organisations (banks and government) has been damaged (1) so it could be argued that a business which drops its CRS policies to save cash in hard times will no longer be trusted once the economy starts to improve (1).</p> <p>Allow and award similar arguments</p>	(4)

Question Number	Indicative Content	
7(a)	<p>Possible advantages include</p> <p>Positive public image leads to increased customer confidence (1) because it shows Toyota have wider interests not just profits (1) and thus could increase market share and revenues (1) or</p> <p>Prospective employees more likely to want to work for recognised organisation (1) would increase motivation as staff are development opportunities (1) which would lead to higher productivity (1) or</p> <p>Safe guarding the quality of the supply chain as suppliers expected to follow Toyota policies (1) This could allow systems such as Just in Time to operate (1) which should help to minimise costs (1)</p> <p>Possible disadvantages</p> <p>Cost of recognition (1). Cost of registration (1) management, implementation and re-accreditation (1) or</p> <p>Workforce may not see the benefit of the recognition (1). They may not support the implementation (1) workforce may become demotivated (1)</p> <p>Examiner note: Advantages and disadvantages must be related to the question about IIP and not just generic CSR answers. Candidates must give developed reasons and consider both sides of the argument to reach level 3.</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	One or two reasons with no development. Likely to consider only one side of the argument.
2	4-6	Both sides of the argument well developed reasons, with no conclusion. Both sides of the argument with partially developed reasons with some judgement.
3	7-8	Both sides of the argument with developed reasons and some judgment shown. Both sides of the argument with developed reasons and fully justified conclusion.

Question Number	Answer	Mark
7(b)	<p>Concerns may include</p> <p>Lost production time (1) leading to lower output (1) therefore lower revenue and reduced profits (1) or</p> <p>Increased labour costs (1) need to provide additional staff to cover (1) leads to increased unit cost (1) or</p> <p>Loss of focus on main job role (1) potential reduction in quality (1) leads to increased waste and higher cost (1)</p> <p>Conclusion: Candidate recognizes there is a legitimate concern e.g. the shareholder wants to maximize dividends but these activities would reduce profits, and therefore dividends.</p>	(4)

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