



Pearson

Mark Scheme (Results)

Summer 2017

Pearson Edexcel GCE
In Applied Business (6916)
Unit 1: Investigating People at Work

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Publications Code 6916_01_1706_MS

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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	Exemplar Responses	Mark
1 (a) AO1 MB1 = 2	<u>Objectives may include:</u> <ul style="list-style-type: none"> • Making a profit/making £xxx profit a year • Hitting £xxx sales target • Caring for the environment • Holding on to/retaining existing customers/Employees • Attracting new Customers/Growth/Expansion • Holding/maintaining market share • Increasing market share • Maintaining high standards • Cutting/control costs 	1 mark for each objective (2 marks)

Question Number	Answer	Mark
1 (b) AO2 MB1 = 1 MB2 = 1 MB3 = 2	<ul style="list-style-type: none"> • A lower cost area should mean that overheads can be reduced – consequently this should help increase profitability – business needs to be profitable in order to pay wages/overheads/buy materials/invest – and by doing this the business should be in a position to survive in the future • By lowering costs the business has a better chance of producing a financial surplus over its trading/running costs - the business should be in a better position to pay its way – and will consequently produce the necessary return for the owners/shareholders – which should ensure its continued survival • In a lower cost area the business should find that the rent should be lower - council tax is likely to be lower and services such as cleaning and maintenance should be cheaper - all this should help survival as the business should be able to make a higher margin on its sales 	1 mark for each reason (maximum 3 marks) 1 mark for each point of explanation (maximum 3 marks) 1+3 2+2 3+1 (4 marks)

Question Number	Answer	Mark
<p>1 (c)</p> <p>AO2</p> <p>MB1 = 1</p> <p>MB2 = 1</p> <p>MB3 = 2</p>	<ul style="list-style-type: none"> • This will mean that Winston will not need to recruit new employees – which will save the business money – which will mean that money saved can be spent on other aspects of the business – or retained as profit • Existing employees will need less training than a new employee – this will mean that Winston’s training costs will be reduced – which will mean that money saved can be spent on other aspects of the business – or retained as profit • The existing employees will have knowledge of what it produces – will know how the business operates/be familiar with the machinery and equipment – and be experienced in what it produces – and so will be productive from the moment that they start work at the new location 	<p>1 mark for each reason (maximum 3 marks)</p> <p>1 mark for each point of explanation (maximum 3 marks)</p> <p>1+3</p> <p>2+2</p> <p>3+1</p> <p>(4 marks)</p>

Question Number	Answer	Mark
<p>1 (d)</p> <p>AO3</p> <p>MB1 = 2</p> <p>MB2 = 2</p> <p>MB3 = 2</p>	<p><u>Financial incentives:</u></p> <ul style="list-style-type: none"> • Pay them more • Pay for travel expenses • Offer a one-off payment if employees agree to move/to work at Enfield Lock <p><u>Non-financial incentives:</u></p> <ul style="list-style-type: none"> • Provide free on-site facilities such as snack/food service • Provide a daily minibus service to transport employees to new location and back after work <p><u>Answer could be in the form of:</u></p> <ul style="list-style-type: none"> • Winston could offer to pay their travel expenses – this will subsidise their costs – and mean that their take home wage will not be reduced • Winston could provide a daily minibus service – to transport employees to the new location and back after work – saving the employees time on public transport 	<p>1 mark for each method (maximum 2 marks)</p> <p>1 mark for points of discussion (maximum 4 marks)</p> <p>(6 marks)</p>

Question Number	Answer	Mark
1 (e) AO1 MB1 = 2 MB2 = 1 MB3 = 1	<ul style="list-style-type: none"> • He could advertise jobs in the local newspaper – which is likely to be read by people in the immediate area – this will attract people who do not have to travel far – which will mean that they are more available for work in that area • He could use a recruitment agency in the Enfield Lock area – they are likely to have people on the books who live in the immediate area – this will mean that Winston will not have to look further afield for employees – and being an agency they will take the pressure off the recruitment process by pre-interviewing, etc. 	1 mark for method (maximum 2 mark) 1 mark for describing method (maximum 3 marks) (4 marks)

Question Number	Answer	Mark
1 (f) AO1 MB1 = 2 MB2 = 1 MB3 = 1	<u>Tesco Supermarket</u> <ul style="list-style-type: none"> • The human resources function looks after recruiting new employees – it draws up job descriptions – and advertises vacancies in the local newspaper – it also conducts the interviews <u>Addis Ltd</u> <u>Manufacturer of plastic housewares</u> <ul style="list-style-type: none"> • At Addis the HR function looks after all aspects of employee welfare – it is there for employees to talk through any problems that they are having in the workplace – and to try to resolve any issues that employees may be having with other employees or their managers – it is where employees go to book dates for their annual leave 	1 mark for knowledge of role of HR function in named business (may be partial or implied) 1 mark for description of role of HR in named business (maximum 3 marks) (4 marks)

Question Number	Answer	Mark
<p>1 (g)</p> <p>AO1</p> <p>MB1 = 2</p> <p>MB2 = 2</p> <p>MB3 = 2</p>	<p><u>Boots</u></p> <p><u>Chain of retail pharmacies</u></p> <ul style="list-style-type: none"> Boots is a wholly owned subsidiary of Walgreen Boots Alliance – and is run from a head office in Chicago – this is likely to affect the way it operates because its aims and objectives are likely to be set in the USA – and issued as instructions to the UK business – which will have to perform as directed – or risk greater interference from its American owners <p><u>Pies R Us</u></p> <p><u>Mobile sandwich and food delivery service</u></p> <ul style="list-style-type: none"> This business is owned and run by Doreen Driver – who is a sole trader – she is the sole investor in this business – the running costs of the business are paid for by the daily sales of food that she delivers to local offices and business – which means that she is always tight on funds – which means that she finds it difficult to expand as she cannot afford to spend money on advertising 	<p>1 mark for knowledge of ownership of named business (maximum 2 marks)</p> <p>1 mark for outlining how ownership influences how named business operates (maximum 5 marks)</p> <p>(6 marks)</p>

Question Number	Indicative Content
<p>* 2 (a)</p> <p>QWC</p>	<p>Social issues will relate to how employees get on with each other at work - or after work during their leisure time – in the situation described, the existing employees may not like new employees coming into the business as the new employees may have skills relating to new equipment or new ways of working - this could be seen by the existing employees as a threat to their jobs - they may react to this by not being friendly or helpful to the new employees - alternatively, the existing employees may be pleased to have some new people at work, to change or brighten up social opportunities, such as sports or other group activities – in contrast, ethical issues will be about how the business treats the new and existing employees – whether they are treated fairly or not – or if the business treats one group better than the other – for example if the existing employees are on permanent contracts and the new employees are only offered zero-hours contracts – in conclusion I think that there is a potential for problems to be created between the existing employees and the new employees – but they could be avoided if the business takes time to integrate the two groups of employees through joint activities, such as getting them to all join in with sports or social events.</p> <p>Social issues may be related to things such as: age differences, communication differences, commitment differences, disruption of existing social groupings, inexperience of social interaction, etc.</p> <p>Ethical issues may be related to things such as: contracts, pay, wage differences, training, discrimination, new employees being influenced by bad habits/working practice of experienced employees, etc.</p>

Level	Mark	Descriptor
	0	No rewardable material.
1	1--3	<p>Candidate shows some knowledge and a basic understanding of social and ethical issues that could be created when young (new), inexperienced, employees are working alongside older employees.</p> <p>The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.</p>
2	4--6	<p>The candidate applies their knowledge and understanding to show that they understand particular social and ethical issues that could be created by the employment of young (new) employees working alongside older employees, not just stating facts but they start to apply what they know to the situation described. Comments may be general.</p> <p>The candidate uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7--9	<p>The candidate starts to expand on particular issues, rather than just making general points; they should be making comments on the positive as well as any negative issues that they have identified.</p> <p>The candidate use specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>
4	10--12	<p>The candidate has assessed the situation thoroughly, and in addition to making positive and negative points about new employees working alongside existing employees, they will start to draw a conclusion based on this scenario.</p> <p>The candidate uses specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Answer	Mark
<p>2 (d)</p> <p>AO1</p> <p>MB1 = 1</p> <p>MB2 = 2</p> <p>MB3 = 3</p>	<p><u>John Lewis</u></p> <p><u>Department stores</u></p> <ul style="list-style-type: none"> John Lewis management is a strong supporter of the theories of Maslow's Hierarchy of Needs – this is based on the idea that to be happy and effective workers, employers must meet their – physiological, security, belongingness, esteem, self-actualisation – John Lewis achieves this by paying a good wage and giving the opportunity of an annual bonus – being a stable, well established business – and providing opportunities for social activities, promotion, and self-actualisation through various leisure schemes <p><u>Google</u></p> <p><u>Search engine and all things internet</u></p> <ul style="list-style-type: none"> Google is a great believer in the work of Elton Mayo – he believed that people work best together if work was a group activity – if the employer provided a sense of belonging and security – Google do this by providing an open, informal workplace – where employees can interrelate – working together and socialising together in the eating areas, games areas, and relaxation facilities 	<p>1 mark for naming a motivational theory (maximum 1 mark)</p> <p>1 mark for outlining theory (maximum 2 marks)</p> <p>1 mark for outlining how named theory is applied in named business to the way in which it manages it employees (maximum 4 marks)</p> <p>1+1+4</p> <p>1+2+3</p> <p>(6 marks)</p>

Question Number	Answer	Mark
<p>2 (e)</p> <p>AO2</p> <p>MB1 = 2</p> <p>MB2 = 1</p> <p>MB3 = 1</p>	<p><u>B&Q</u></p> <p><u>DIY superstores</u></p> <ul style="list-style-type: none"> The main qualities that B&Q looks for in its employees are the ability to listen to customer questions and problems – their ability to respond positively to customer questions – and to be helpful to customers – ability to act confidently <p><u>Smashing Windows</u></p> <p><u>Window cleaning round</u></p> <ul style="list-style-type: none"> Glenn who runs Smashing Windows needs a particular set of qualities for his employees, first, they need to turn up on time – they need to be hard working – to be able to work under their own initiative without supervision – and above all they must be honest as they will be dealing mainly in cash, which the customers give them when their windows have been cleaned 	<p>1 mark for quality of an employee (maximum 4 marks)</p> <p>1 mark for development (maximum 3 marks)</p> <p>(4 marks)</p>

Question Number	Indicative Content
* 3 (a) QWC	<p>On-the-job training is when employees are trained in the workplace – while they are doing the job – it means that they are likely to be working on the equipment that they usually use – which makes it much more real – this form of training will give employees confidence to use the equipment safely – and will not take them away from their normal job, so they will not lose time or money travelling – in contrast, off-the-job training takes place away from the work environment – employees may be using equipment similar to equipment found in the workplace, but it will be under artificial, simulated conditions – this can be good for them because if they make any mistakes it will not be seen by the other employees – and will not disrupt normal production – the experience of off-the-job training may also make the employees feel special, as the employer is spending money on their training – and the experience may help them bond with other people who are going through the same training experience – in conclusion, I think that the employees will get more from on-the-job training as it is more realistic and will relate directly to their normal, day-to-day job.</p>

Level	Mark	Descriptor
	0	No rewardable material.
1	1–3	<p>Candidate shows knowledge and understanding of features of in-house, on-the-job training and external, off-the-job training.</p> <p>The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.</p>
2	4–6	<p>The candidate applies their knowledge and understanding of in-house, on-the-job training and external, off-the-job training to show that they understand the main differences/main pros and cons for employees at a business like <i>Argocraft</i>.</p> <p>The candidates use some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7–9	<p>The candidate gives some comparison of the differences between in-house, on-the-job training and external, off-the-job training, and can draw on different sources or examples to support their answer, e.g. off-the-job training will provide evidence/certificate of training course successfully completed, with recognised training providers, which would add to the employee's CV.</p> <p>The candidate uses specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>
4	10–12	<p>The candidate gives a fluent evaluation of in-house, on-the-job training compared with external, off-the-job training, and has given full consideration of both as to how this applies to employees at <i>Argocraft Ltd</i>.</p> <p>The candidate uses specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Exemplar Responses	Mark
3 (b) AO3 MB1 = 2	<ul style="list-style-type: none"> • Carry out an aptitude test – ask applicant to show that they can operate the machine safely • Carry out a practical/skills test – ask applicant to set up/make something on the machine • Candidate is asked to produce evidence/certificate – of appropriate training course/qualification successfully completed 	<p>1 mark for how claim could be checked (maximum 2 marks)</p> <p>1 mark for development</p> <p>(2 marks)</p>

Question Number	Exemplar Responses	Mark
3 (c) AO2 MB1 = 2	<ul style="list-style-type: none"> • People lie on their CV – business needs to know that the people it recruits can do all they claim • Sometimes people overstate/over-claim what they can do/what experience they may have – a business needs to know that it is employing the right person for the job or it could be costly 	<p>1 mark for reason (maximum 2 reasons)</p> <p>1 mark for development</p> <p>(2 marks)</p>

Question Number	Answer	Mark
3 (d) AO1 MB1 = 1 MB2 = 1 MB3 = 2	<ul style="list-style-type: none"> • Application forms present information about applicants in a standard format – this makes it easier to compare candidates directly on common criteria – CVs come in different lengths – will be of different quality • An application form will be prepared by the business – it will request information that is directly relevant to the job specification – this will avoid calling candidates for interview who are not right for the job – which will save the business time and money 	<p>1 mark for reason why application form might be better than a CV (maximum 2 marks)</p> <p>1 mark for outlining reason (maximum 3 marks)</p> <p>(4 marks)</p>

Question Number	Answer	Mark
<p>3 (e)</p> <p>AO2</p> <p>MB1 = 1</p> <p>MB2 = 2</p> <p>MB3 = 3</p>	<p><u>Canterbury Cars</u></p> <p><u>Used car dealer</u></p> <ul style="list-style-type: none"> At Canterbury Cars the sales team has to work closely with the team that service the cars when they are preparing and selecting a second-hand car for sale – if they did not the customer could end up with a car with problems/is not safe to drive – the customer would blame the sales team for selling a car that does not work properly – which will reflect badly on the business/it would lose customers <p><u>Evening Argus</u></p> <p><u>Local newspaper</u></p> <ul style="list-style-type: none"> At the Argus, the editorial team must work well with the advertising sales team to make sure that the finished newspaper has the right balance of news and advertising that will be acceptable to readers – if the balance is wrong it could lose readers – which will affect the income of the business – and put jobs in jeopardy 	<p>1 mark for naming functional area (may be implied) (maximum 2 marks)</p> <p>1 mark for example of how named functional areas work together (maximum 1 mark)</p> <p>1 mark for expanding on how named functional areas work together to contribute to the success of the business (maximum 3 marks)</p> <p>2+1+3</p> <p>(6 marks)</p>

Question Number	Answer	Mark
<p>3 (f)</p> <p>AO2</p> <p>MB1 = 4</p>	<p><u>British Gas</u> <u>Energy supply organisation</u></p> <ul style="list-style-type: none"> This business is run by a team of senior directors – below them is a team of managers, each heading up a particular division of the business – each manager will have several layers of supervisors that report to them and look after the technicians and operatives – this is an example of a hierarchical organisational structure <p><u>Super Software</u> <u>Computer game development business</u></p> <ul style="list-style-type: none"> This business has a matrix structure – the business is headed up by Bill Berg who owns and runs Super Software – he is supported by a multifunction team – which includes IT specialists who look after the technical side of the business – and a group of graphic designers who handle the creative aspect of the games that they develop 	<p>1 mark for naming organisational structure</p> <p>1 mark for each point of explanation of the organisational structure</p> <p>(4 marks)</p>

