

Mark Scheme (Results)

Summer 2013

Principal Learning
Business, Administration and Finance
(BA308/01)

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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	C	(1)

Question number	Answer	Mark
2	B	(1)

Question number	Answer	Mark
3	A	(1)

Question number	Answer	Mark
4	C	(1)

Question number	Answer	Mark
5	D	(1)

Question number	Answer	Mark
6(a)	<p>BP will have to comply with Health and Safety legislation (1) which will lead to increased costs (1) leading to a lower level of profit (1).</p> <p>BP employees will require training in new Health and Safety procedures (1) which will reduce accidents in the workplace (1) and lead to a more motivated workforce/reduced financial liability (1).</p>	(3)

Question number	Answer	Mark
6(b)	<p>Pressure to reduce BP's environmental impact will mean increased investment in environmentally friendly processes (1) allowing BP to market themselves as a 'green' company (1) helping them to regain some of the reputation lost due to the Gulf of Mexico disaster (1).</p> <p>BP can enter new markets (1) taking advantage of increased demand for environmentally friendly products (1) leading to higher sales (1).</p>	(3)

Question number	Answer	Mark
6(c)	<p>Competition from cleaner fuels and energy will reduce demand for oil (1) price of oil might fall (1) resulting in reduction in BP's profits (1).</p> <p>BP is also investing in alternative fuels (1) giving them place in this new market (1) securing a product/profit for the future (1). Accept any suitable response</p>	(3)

Question number	Indicative content	Mark
7	<p>Financial penalties will mean less money within the organisation therefore affecting dividends for shareholders</p> <p>Have an adverse impact on share price less likely to attract new investors or retain existing ones</p> <p>Will have less money to invest in new exploration and new technologies which could lead to loss of competitive advantage where competitors are developing new products</p> <p>Impact may be short term and long term business plans may not be affected</p> <p>Fuel derived from oil is an essential commodity and therefore price inelastic maintaining revenues</p>	(8)

Level	Mark	Descriptor
	0	No rewardable material
1	1-2	At this level there will be one or more effects on future plans identified
2	3-5	At this level there will be some development. At the bottom of this level one effect will be developed. At the top of this level the candidate will develop more than one effect or one effect will be developed in detail. There will be little or no reference to the context.
3	6-8	At this level there will be further development of each effect. At the bottom of this level the candidate will develop two effects in detail. At the top of this level the candidate will develop both long and short term effects in detail in the context of BP

Question number	Answer	Mark
8	<p>1 mark for the identification of each benefit and 1 mark for some development.</p> <p>Actual results allow a firm to see if they have met the stated objectives (1) allowing them to identify areas within costs, revenues or profits that could be improved upon (1).</p> <p>Using actual results might help a business benchmark against other firms (1) allowing them to compare their market position against competitors</p> <p style="text-align: right;">(2 x 2)</p>	(4)

Question number	Indicative Content	
9(a)	<p>BP staff might not understand the changes due to poor communication between employees and management and therefore are fearful of job losses which may lead to union involvement .</p> <p>Possible reasons for resistance to change may include:</p> <ul style="list-style-type: none"> ▪ Parochial self interest may not want to/may be unable to accept treatment ▪ Low tolerance of change/stress could lead to absenteeism/impact on performance ▪ Different assessments of the situation leading to conflict between managers and employee 	
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	The candidate may give one or more relevant reasons for resistance to change
2	3-4	There will be some development of one or more reasons for resistance to change
3	5-6	The candidate will give a detailed development of one or more reasons for resistance to change

Question number	Answer	Mark
9(b)	<p>Education and communication (1) this would allow employees to develop their human capital/CV (1) making them more employable (1) lessening the impact of any negative changes (1) improving their confidence in their own ability (1).</p> <p>Participation and involvement (1) this increases their understanding of the need for change (1) helping them to become more involved in decision making in the company (1) empowering the employee (1) this could act as a motivator to employees (1).</p> <p>Accept any suitable response using the other 4 change approaches.</p> <p style="text-align: right;">(2 x 4)</p>	(8)

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>Gleicher's 'Formula for Change' allows a business to assess the likely success of change: $D \times V \times F > R$ where: D = Dissatisfaction with how things are now V = Vision of what is possible F = First, concrete steps that can be taken towards the vision R = Resistance</p> <p>If the product of D, V and F is greater than R change is possible.</p> <p>Robert Dudley will need to plan changes at BP setting SMART targets for employees at the company.</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-4	The candidate will be able to show how Gleicher's Formula for Change is used to manage the response 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 candidate will show some understanding of how the Gleicher's Formula for Change is used to manage the response to the changes being made at BP. 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 the Gleicher's Formula for Change enables the organisation to respond to change. At the top of the level the answer will clearly make reference to the extent 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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