

# Mark Scheme (Results)

Summer 2012

PL Business, Admin & Finance  
(BA308)  
Paper 01

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Publications Code DP031835

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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
<b>1</b>	D	<b>(1)</b>

Question number	Answer	Mark
<b>2</b>	A	<b>(1)</b>

Question number	Answer	Mark
<b>3</b>	D	<b>(1)</b>

Question number	Answer	Mark
<b>4</b>	D	<b>(1)</b>

Question number	Answer	Mark
<b>5</b>	B	<b>(1)</b>

Question number	Answer	Mark
<b>6 (a)</b>	<p>Lower exchange rates will impact on Adidas' import costs <b>(1)</b> meaning that raw materials/finished products will be more expensive <b>(1)</b> leading to lower profits <b>(1)</b>.</p> <p>Higher exchange rates make exports more expensive <b>(1)</b> meaning less demand for Adidas' products in the US <b>(1)</b> leading to excess stock <b>(1)</b>.</p> <p>Accept the reverse arguments</p>	<b>(3)</b>

Question number	Answer	Mark
<b>6 (b)</b>	<p>Reebok employees were used to being involved in decision making entrepreneurial and taking risks. They were given authority and a degree of independence (1) resulting from a democratic management style (1). As a result of the change management is more autocratic (1) leading to low motivation (1) and potentially higher labour turnover (1) and may lead to lower productivity (1).</p> <p>The autocratic management style might lead to a more hierarchical structure <b>(1)</b> leading to a longer chain of command <b>(1)</b> which may lead to longer communication channels (1) and slower decision making (1) and the workers may feel less involved in the company and its decision making (1).</p>	<b>(6)</b>

Question number	Answer	Mark
<b>7</b>	<p>The merger is likely to lead to redundancies <b>(1)</b> as Adidas removes duplication of teams <b>(1)</b> meaning that some teams will be disbanded <b>(1)</b> leading to demotivation <b>(1)</b> or employees working harder in an attempt to maintain their jobs (1).</p> <p>The organisation might experience communication problems within new teams (1) as two cultures come together (1) meaning delays in the speed at which tasks are done (1)</p> <p>Bringing the two cultures together may provide the opportunity to work in cross cultural teams (1) leading to the spread of good practice (1) allowing employees to develop/acquire new skills and experiences (1) leading to potential promotion opportunities (1)</p>	<b>(6)</b>

Question number	Answer	Mark
<b>8(a)</b>	<p>Can identify unproductive workers <b>(1)</b> helping the implementation of improved working practices <b>(1)</b> allowing greater efficiency <b>(1)</b>.</p> <p>Can identify areas that have poor customer feedback<b>(1)</b> allowing changes to be made to product/service (1) allowing reputation of the firm to be improved <b>(1)</b></p> <p>Can identify poor quality of work (1) linked to an individual employee (1) which would help establish training needs (1)</p>	<b>(4)</b>

Question number		Indicative Content
<b>8(b)</b>		<p>This would provide employees with career guidance, giving greater understanding of the options available, lessening the negative impact of the redundancy, improving their confidence in obtaining future employment and helping them to access a wider variety of jobs.</p> <p>Provision of help for financial planning, helping them to budget for the future, making it easier to sort out personal cash flow problems, leading to greater confidence in terms of financial planning, meaning that they are more likely to survive the immediate negative financial effects of the redundancy.</p>
Level	Mark	Descriptor
	<b>0</b>	No rewardable material.
<b>1</b>	<b>1-2</b>	One or two relevant points to change identified.
<b>2</b>	<b>3-6</b>	Limited development of each point, considers either positive or negative aspects only.
<b>3</b>	<b>7-8</b>	Well developed points considering positive and negative arguments.

Question number	Answer	Mark
9	<p>Adidas staff might not understand the changes <b>(1)</b> due to poor communication between employees and management <b>(1)</b> and therefore are fearful of job losses <b>(1)</b> which may lead to union involvement <b>(1)</b>.</p> <p>Possible reasons for resistance to change may include:</p> <ul style="list-style-type: none"> <li>• Parochial self interest (1) may not want to/may be unable to accept change (1)</li> <li>• Low tolerance of change/stress (1) could lead to absenteeism/impact on performance (1)</li> <li>• Different assessments of the situation (1) leading to conflict between managers and employee (1)</li> </ul>	(2 x 4) <b>(8)</b>

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><b>Lewin's 'Force Field Analysis'</b> looks at the forces for (driving forces) and against (restraining forces) making a decision. It allows the business to strengthen the forces in support of a decision whilst reducing the impact of opposition to that decision.</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-4	The learner will be able to show how Lewin's Force Field Analysis 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 learner will show some understanding of how the Lewin's Force Field Analysis is used to manage the response to the changes being made at Adidas. 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 learner is able to show how Lewin's Force Field Analysis enables the organisation to respond to change. At the top of the level the answer will clearly make reference to the <i>extent</i>

		<p>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.</p> <p>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.</p>
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Order Code DP031835 Summer 2012

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