



Mark Scheme (Results)

January 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	B	(1)

Question number	Answer	Mark
2	A	(1)

Question number	Answer	Mark
3	B	(1)

Question number	Answer	Mark
4	D	(1)

Question number	Answer	Mark
5	A	(1)

Question number	Answer	Mark
6(a)	Royal Mail will have to respond by investing in new equipment (1) meaning increased initial costs (1) leading to a fall in profits in the short term (1). Increased mechanisation will lead to a reduction in the workforce (1) leading to a reduction in labour costs (1) leading to increased long term profits (1).	(3)

Question number	Answer	Mark
6(b)	A change in government has led to new legislation (1) leading to possible privatisation of the Royal Mail (1) and redundancies being made (1). The new government were looking to cut costs (1) leading to less capacity at the Royal Mail (1) at the expense of private sector firms increasing market share (1).	(3)

Question number	Answer	Mark
6(c)	<p>Royal Mail may lose market share to the competition (1) this will affect sales revenue for their products (1) leading to a fall in profits (1).</p> <p>Trade liberalisation will make it easier for foreign companies to move into the UK market (1) meaning that the Royal Mail could be under threat of takeover after privatisation (1) leading to a change in the management style of the organisation (1).</p> <p>Trade liberalisation will make it easier to hire cheap foreign labour (1) meaning that the current workforce might face redundancy (1) leading to strike action from the CWU (1).</p> <p>Accept any suitable response</p>	(3)

Question number	Indicative content	
7		<ul style="list-style-type: none"> • Redundancies lead to a smaller workforce • Smaller workforce may need new work roles/ responsibilities • Individuals may be given new objectives • Restructuring/delayering • May require training • Many staff have been at the Royal Mail for over 20 years and will need reskilling • May have to negotiate with unions
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	The candidate may give one or more relevant ways in which the workforce is managed.
2	3-4	There will be some development of one or more ways in which the workforce is managed.
3	5-6	The candidate will give a detailed development of one or more ways in which the workforce is managed.

Question number	Answer	Mark
8(a)	<p>1 mark for the identification of each benefit and 1 mark for some development.</p> <p>Quality or customer satisfaction data might provide information regarding poor service (1) leading to new targets for the organisation (1).</p> <p>Quality or customer satisfaction data might help the Royal Mail to benchmark with other firms such as TNT (1) allowing them to identify areas that could be focused on to improve the quality of service (1).</p> <p>Accept any suitable response</p>	(2 x 2) (4)

Question number	Indicative Content	
8(b)	<p>This would mean that employees can understand why the Royal Mail is making changes. Leading to some support for the changes being made as the company faces competition from other services. This lessens the negative impact of any change improving the chances of change occurring without strike action by the CWU. Helping the Royal Mail to safeguard jobs in the future.</p> <p>This might encourage employees to work harder as they are motivated to protect the organisation from the competition. They are more willing to make sacrifices in order to safeguard the majority of jobs. This leads to improved productivity lowering costs and increasing profit.</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	At this level there will be one or more ways identified.
2	3-5	<p>At this level there will be some development.</p> <p>At the bottom of this level one way will be developed.</p> <p>At the top of this level the candidate will develop more than one way or one way will be developed in detail. There will be little or no reference to the context.</p>
3	6-8	<p>At this level there will be further development of each way.</p> <p>At the bottom of this level the candidate will develop two ways in detail.</p> <p>At the top of this level the candidate will develop two ways in detail in the context of the Royal Mail.</p>

Question number	Answer	Mark
9	<p>Negotiation and agreement (1) bringing the workforce into decision making (1) and compromising on delicate issues (1) leading to a less demotivated workforce (1) and more acceptance of the changes (1).</p> <p>Manipulation and cooption (1) will see the appointment of change champions (1) who will raise support from colleagues (1) to encourage them to accept/be positive changes (1).</p> <p>Accept any suitable response</p>	(2 x 4) (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>Lewin's 'Force Field Analysis' 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> <p>The Royal Mail could use the theory to list the driving forces for change at the Royal Mail; list the restraining forces against change. Each point should be assigned a score from weak to strong. Management can then decide whether to go ahead with the change and take action to increase the driving factors, whilst decreasing the restraining factors. This will help to implement the change.</p> <p>Driving forces might include improved service and lower running costs; restraining forces might include staff fear of change and cost.</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-4	<p>The candidate will be able to show how Lewin's Force Field Analysis is used to manage the response to change.</p> <p>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.</p> <p>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.</p>
2	5-7	The candidate will show some understanding of how

		<p>Lewin's Force Field Analysis is used to manage the response to the changes being made at Royal Mail. 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.</p> <p>At the bottom of this level the argument will be weak with little attempt to justify the assumption.</p>
3	8-10	<p>The candidate 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 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.</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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