

# Mark Scheme

Principal Learning

## Business, Administration and Finance (BA309/01)

## General Marking Guidance

- All learners must receive the same treatment. Examiners must mark the first learner in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Learners 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 learner'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 learner's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the learner has replaced it with an alternative response.

Question number	Answer	Mark
1	B	(1)

Question number	Answer	Mark
2	D	(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>1 mark for each relevant issue.</p> <p>Issues could include overarching ones, such as:</p> <ul style="list-style-type: none"> <li>• Environmental</li> <li>• Sustainability of resources</li> <li>• Waste</li> <li>• Supply chain and primary producers</li> <li>• Standard of living</li> </ul> <p>Or specific points taken from the passage, such as:</p> <ul style="list-style-type: none"> <li>• Carbon dioxide emissions</li> <li>• Plastic bags</li> <li>• Reducing landfill</li> <li>• Fair trade with suppliers</li> </ul> <p style="text-align: right;">(2 x 1)</p>	(2)

Question number	Answer	Mark
6 (b)	<p>The learner response is to be judged on the quality of the argument given to support the decision on whether the factor is influential or not. Learners may justify their answers in other ways. These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> <li>• M&amp;S has been through some difficult times and so a plan like this may be of benefit to it (1). It could show that the business was aware of its responsibilities and this would create interest amongst customers (1) this could lead to increased sales (1).</li> </ul> <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> <li>• M&amp;S appears to have been having a successful time regardless of its eco-plan (1) therefore it does not need to just depend on positive publicity (1). There may be other reasons for developing this plan, such as a concern for the environment (1).</li> </ul>	(3)

Question number	Answer	Mark
6 (c)	<p>The learner response is to be judged on the quality of the argument given to support the decision on whether the factor is influential or not. Learners may justify their answers in other ways. These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> <li>• Many retailers are attempting to highlight their CSR credentials (1) in order to not be seen to be lagging behind, M&amp;S may have developed this plan (1). It could help M&amp;S compete more effectively and might even give it a competitive advantage over its rivals (1).</li> </ul> <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> <li>• M&amp;S is a 'leading retailer' (1) and as such it is likely that it would expect to be the market leader on this sort of thing (1). In doing so it would hope to retain its market position and set the lead for other retailers in CSR (1).</li> </ul>	(3)

Question number	Answer	Mark
6 (d)	<p>The learner response is to be judged on the quality of the argument given to support the decision on whether the factor is influential or not. Learners may justify their answers in other ways. These can be accepted if they are reasonable and relate to the context and the question.</p> <p>Possible answers if 'Yes':</p> <ul style="list-style-type: none"> <li>The company will have to pay for the plan (1) and may perceive that customers believe in what they are doing (1) as a result it is able to charge consumers higher prices and not see sales fall dramatically (1).</li> </ul> <p>Possible answers if 'No':</p> <ul style="list-style-type: none"> <li>The evidence suggests that this is a highly competitive market (1) M&amp;S has only just got back to making a profit again after a period of weaker performance (1) if it tried to charge higher prices now its customers may not welcome this and sales would fall (1).</li> </ul>	(3)

Question number	Answer	Mark
6 (e)	<p>Up to 3 marks for advantages and up to 3 for disadvantages. There could be other acceptable approaches to the answer but the marks should be awarded for the links made as highlighted below.</p> <p>Possible answers for:</p> <ul style="list-style-type: none"> <li>Consumers are aware of the amount of carrier bags used and how this contributes to waste (1). 5p is a small price to pay for a carrier bag and so most would not mind paying (1). In addition, it encourages customers to re-use bags, which is more efficient (1).</li> </ul> <p style="text-align: right;">(3)</p> <p>Possible answers against:</p> <ul style="list-style-type: none"> <li>M&amp;S is supposed to be providing a service and not having a bag is inconvenient(1), the decision to charge 5p for a carrier bag, which advertises the business anyway, is too high (1) M&amp;S could devise a carrier bag that is biodegradable rather than charging customers for using them (1).</li> </ul> <p style="text-align: right;">(3)</p>	(6)

Question number	Answer	Mark
7 (a)	<p>The command term is 'outline' so for each benefit there will be 1 mark for the identification and 1 mark for some development, for example <i>M&amp;S may benefit through increasing their brand awareness (1) consumers will associate the M&amp;S brand with an ethical and environmentally responsible approach to business which they feel is important (1).</i></p> <p>Possible benefits include:</p> <ul style="list-style-type: none"> <li>• Helps generate consumer loyalty and brand awareness</li> <li>• Helps to maintain or even possibly increase sales and market share</li> <li>• Improves the motivation and morale of workers as they know they are working for a caring organisation</li> <li>• May gain some sort of external accreditation which boosts their image and can be used in publicity</li> <li>• May allow M&amp;S to charge slightly higher prices</li> </ul> <p style="text-align: right;">(2 x 2)</p>	(4)

Question number	Answer	Mark
7 (b)	<p>Marks are awarded based on the quality of the explanation. There could be other acceptable approaches to the answer but the marks should be awarded for the links made as highlighted below.</p> <ul style="list-style-type: none"> <li>• The conflict of interest arises because the money spent on the plan will increase costs (1) and this could impact on profit (1). This will affect shareholders, reduce their dividend and possibly affect the share price. Shareholders may not be happy with this (1). M&amp;S also knows that its actions have a significant impact on the environment (1). The evidence gives some hints as to the extent of the impact on society (1). If it is to take its CSR seriously then it may have to accept that its shareholders may be affected in the short term (1).</li> </ul>	(6)

Question number	Indicative content	
7 (c)	<p>Possible justifications could include the benefits to the business, in the long term, of being at the forefront of CSR in retailing (note the awards it has received and the quote from <i>Packaging News</i>).</p> <p>This could lead to increased sales in the future as customers like the approach. M&amp;S can point to the importance of the environmental concerns that they have to address - there is no Plan B. In the long term this will strengthen M&amp;S's position and improve shareholder return.</p>	
Level	Mark	Descriptor
No mark	0	Non-rewardable material
Level 1	1-4	<p>Two ways are given but there is little supporting analysis. A judgement is provided but with little or no justification. At the top end of the band some links are given for both ways although these are not well made. At the lower end of the band, two ways may be given (1 mark for each) with no supporting explanation at all. The argument makes some limited use of appropriate terminology and concepts. The presentation of the argument will be limited, possibly demonstrating confused understanding.</p> <p>One way with some developed explanation will gain a maximum of 4 marks if done well.</p>
Level 2	5-8	<p>Two ways are given with some analysis for each to explain how the plan can be justified to shareholders. The answer is clearly applied to M&amp;S. The links between the justification and the eco-plan in relation to shareholders is clear and convincing at the top end of the band but less so at the lower end. The argument is presented in a logical manner and makes appropriate use of terms and concepts.</p>