

Mark Scheme (Results)

January 2012

Principal Learning (RB201) Paper 01

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Publications Code DP030854

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Question Number	Answer	Mark
1 (a)	<p>1 mark for each benefit stated. Possible benefits:</p> <ul style="list-style-type: none"> • The risk is shared • Specialisation by one or more of the partners • Access to a wider pool of knowledge, skills and contacts • Joint Ventures provide moral support and will allow for more creative ideas • You can share resources such as money and equipment <p>Award other valid responses</p>	2x1 (2)

Question Number	Answer	Mark
1(b)	<p>1 mark for a relevant factor. Possible factors include:</p> <ul style="list-style-type: none"> • Consumer needs (1) • Customs (1) • Styles (1) • Tastes (1) • Economic environment (1) • Legislative environment (1) • Language (1) • Political situation (1) • Religion (1) <p>Reward other valid responses</p>	2x1 (2)

Question Number	Answer	Mark
1(c)	<p>Answers could include the following</p> <ul style="list-style-type: none"> • The purchase of one business by another(1) through either the purchase of its shares or the purchase of its assets(1) (maximum of one mark for method of purchase) • The purchase of one business by another(1) to increase the overall size of the business(1) <p>Award 1 mark for demonstrating knowledge that an acquisition involves the purchase of one business by another and a second mark for developing this point</p>	1+1 (2)

Question Number	Answer	Mark
1(d)	<p>Ways can include any two of the following possibilities:-</p> <ul style="list-style-type: none"> • Increase in employment (1) • Increase in charitable donations (1) • Increased sponsorship (1) • Support for community projects (1) • Attraction of other businesses (1) • New road developments (1) • Increased traffic flows (1) • New housing estates (1) • Meeting place for community (1) • More people attracted to live in the area (1) <p>Award other valid responses</p>	2x1 (2)

Question Number	Answer	Mark
1(e)	<p>Possible responses could include:</p> <ul style="list-style-type: none"> • The business should consider the impact on local firms when selecting location(1) as a big new superstore may force the closure of small firms(1) • The new store development should be sensitive the needs of the local community(1) eg if it is located near to residential areas it should not receive deliveries late at night(1) <p>Reward other valid responses</p>	2x2 (4)

Question Number	Answer	Mark
2(a)	<p>Award one mark for each factor identified:</p> <ul style="list-style-type: none"> • Most sales staff are male • All staff are under 25 years of age <p>DNA other responses as those above are the only answers included in the case study.</p>	(2) 2x1

Question Number	Answer	Mark
2(b)	<p>Award one mark for each of the following only:</p> <ul style="list-style-type: none"> • The right to a contract • The right not to be discriminated against <p>DNA other responses as those above are the only answers included in the case study.</p>	2x1 (2)

Question Number	Answer	Mark
2(c)	<p>Award one mark for partial description and two marks for a full description</p> <ul style="list-style-type: none"> • The sales a staff member achieves(1) which could be measured by the number of items(1) • Customer feedback on individual sales staff(1) this could be in the form of letters of complaint(1) <p>Please reward other valid responses</p>	2x2 (4)

Question Number	Answer	Mark
2(d)	<p>Possible responses could include:</p> <ul style="list-style-type: none"> • Staff may undertake a self-review(1) where they assess their performance against company targets(1) • Staff meet with their line manager for the performance appraisal meeting(1) where the achievement against targets and new agreed objectives are discussed(1) • Objectives for the coming year are agreed(1) and review dates are set(1) <p>Reward other valid responses</p>	2x2 (4)

Question Number	Answer	Mark
3(a)	A	(1)

Question Number	Answer	Mark
3(b)	<p>Possible answers could include:</p> <ul style="list-style-type: none"> • Transport • Delivery • Manufacturers • Financial services • Accountancy firms • Legal firms <p>Reward other valid responses NB Do not accept names of businesses</p>	(1)

Question Number	Answer	Mark
3(c)	<p>Explanations could include:</p> <p>This ratio is most useful when compared against other companies in the same industry(1) or stores within the same business(1) to make accurate comparisons of performance therefore eliminating differences caused by size(1) so it is evident where action needs to be taken(1).</p> <p>Ideally, a company wants the highest sales per employee possible(1), as it denotes higher productivity(1) which tells managers if staff are being used efficiently(1) or whether there is a need for some redundancies(1)</p> <p>Reward any other valid responses</p>	(4)

Question Number		Indicative Content
3(d)		<p>Many businesses choose to become a public limited company (plc) as it can help the business grow injecting cash into the business. There are however a number of disadvantages in operating this business model</p> <p>Disadvantages</p> <ul style="list-style-type: none"> • there is a loss of overall ownership • there is a loss of control of the business • decisions take longer and there may be disagreement • the personal touch may be lost • significant expenses are incurred when setting up a company • there are more statutory regulations to conform to • profits are shared amongst a far greater number of people • public disclosure of the financial affairs is necessary • published accounts have to be prepared
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	The learner may provide a list of disadvantages. At the top of this level more than one disadvantage would be identified or a basic knowledge of a disadvantage with limited discussion.
2	3-4	A reasonable knowledge of the disadvantages with some valid discussion. The learner may expand on one or two points but not all. There should be more detailed developments of disadvantages at this level. At the top of this level an answer is likely to use appropriate terminology and show a clearer understanding of the issues.
3	5-6	A sound knowledge of the disadvantages will be discussed in detail. The conclusions made will be well supported. At the top of this level there will be clear evidence of understanding of two or more disadvantages concerning the choice that the retail business has made.

Question Number		Answer	Mark
4(a)		<p>Reward 1 mark for an appropriate definition of risk-taking and 1 mark for a relevant example:-</p> <p>Possible definition:</p> <ul style="list-style-type: none"> • trying to improve the business through new ideas where success is not guaranteed <p>Examples are</p> <ul style="list-style-type: none"> • The introduction of electrical goods is a risk • Mobile phone gift cards could be a risk • Staff being on areas with which they are unfamiliar <p>Do not accept definitions which refer to change in the business but do not acknowledge a degree of uncertainty</p>	(2)

Question Number	Answer	Mark
4(b)	<p>Explanations should be as follows:-</p> <p>Some people have much higher wages than others (1) which would cause the mean to show average earnings which are not representative for the majority (1) which is fairer because it ignores the extremes in the data (1) the managers can identify whether their wage rates are competitive(1).</p> <p>A maximum of two marks for a theoretical discussion of measures of central tendency.</p> <p>DNA responses which refer to the use of averages in general rather than the selection of the median as a measure of central tendency.</p>	(4)

Question Number	Indicative Content	
4(c)	<p>The purpose of this question is to examine the candidates understanding of the measures that a firm can take to address the pressures on staff of change in a retail business.</p> <p>Possible support mechanisms might include:</p> <ul style="list-style-type: none"> • Counselling • Stress management techniques • Welfare officers • Health promotion • Training on new developments <p>Arguments for the importance of these measure might include:</p> <ul style="list-style-type: none"> • Looking after staff will improve retention and therefore reduce recruitment costs. • If staff suffer from stress due to workplace changes this may lead to long term sick leave which will increase costs and reduce productivity. <p>However:</p> <ul style="list-style-type: none"> • Staff might enjoy the dynamic environment and therefore not need support • The costs of supporting staff might be higher than the costs of replacing them - for example, counselling services are expensive. <p>Reward other valid responses</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	A basic knowledge of the support mechanisms will be shown no valid judgement as to there importance is given or the candidate makes an assertion without relevant evidence.
2	4-6	<p>A reasonable knowledge of the support mechanisms and their importance will be shown. The learner may expand on one or two points but may not make valid judgements.</p> <p>There should be more detailed developments of the importance of the support mechanisms at this level. Such an answer is likely to use appropriate terminology and show a clearer understanding of the issues.</p>
3	7-8	A sound knowledge of the support mechanisms will be discussed in detail. The conclusions made will be well supported with relevant evidence. Such an answer will use appropriate terminology and show a strong understanding of the issues.

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