

GCSE Business

Stretch and Challenge in 9- and 12-Mark Questions

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Welcome to this Professional Development Course

This event is for teachers delivering the Pearson Edexcel GCSE Business specification.

In this session the focus will be on the higher order skill of evaluation. We will look at the most appropriate structure to 'Justify' and 'Evaluate' questions as well as focussing on the skill of writing a high-level conclusion.



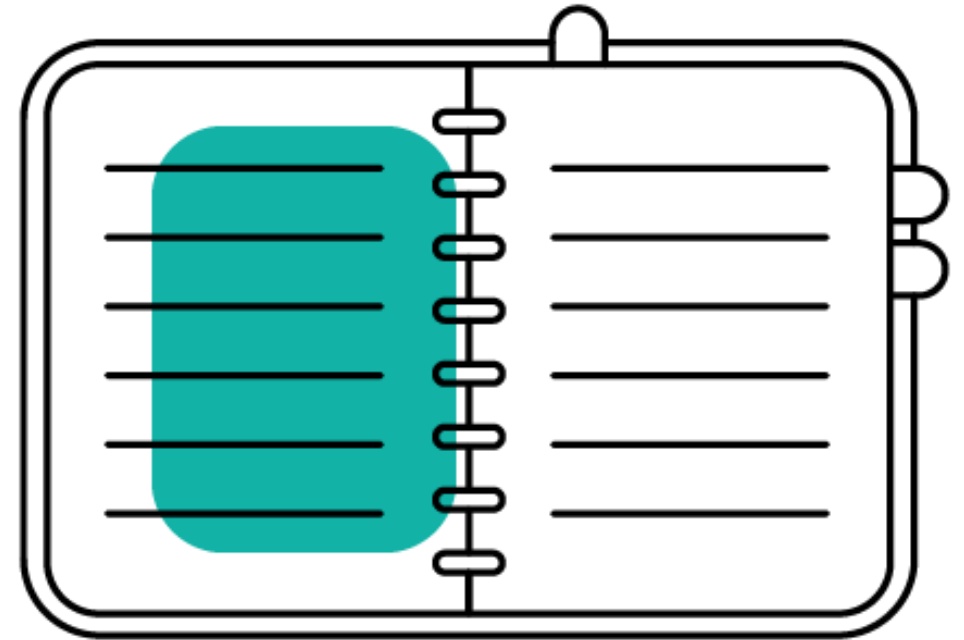
Agenda

In this session we will begin with some brief advice on:

- 3-Mark 'Explain the method' questions
(Following on from a question raised in our previous webinar)

Before moving on to the focus of today's event exploring:

- The 12-mark 'Evaluate' question
- The 9-mark 'Justify' question



3-Mark 'Explain the method'



'Explain the Method'

These questions are slightly harder to answer as you can't really go down the revenue/cost/profit route as this would be explaining the benefit/drawback, not an explanation of the method. Consider this question:

Explain one method a business may use to generate repeat purchase. [3]

To answer this question a candidate must:

- provide a valid method
- develop it by explaining why that method will lead to repeat purchase
- not by explaining what the impact of repeat purchase is

'Explain the Method' (Example 1)

Explain one method a business may use to generate repeat purchase. [3]

P One method a business may use to encourage repeat purchase is to lower the price. This will lead to increased sales which will lead to more revenue and may therefore increase the profits of the business, which the business could then reinvest in itself, as a result the business may be able to grow at a faster rate, leading to increased market share.

Mark Awarded	Descriptor	
0 marks	Nothing credit worthy	
1 mark	1 valid point made only	
2 marks	1 valid point made with 1 linked strand	
3 marks	1 valid point made with 2 linked strands	

'Explain the Method' (Example 2)

Explain one method a business may use to generate repeat purchase. [3]

P A business could offer discounts to returning customers. This would make the product more affordable for customers, leading to them thinking they are getting a bargain, so are more likely to repeat purchase.

dev1

dev2

Mark Awarded	Descriptor	
0 marks	Nothing credit worthy	
1 mark	1 valid point made only	
2 marks	1 valid point made with 1 linked strand	
3 marks	1 valid point made with 2 linked strands	

'Explain the Method' (Example 3)



Explain one method a business may use to generate repeat purchase.

[3]

A business could add new features to their product. This would mean that they would sell more products, which would lead to sales revenue increasing, this would allow them to make more profit.

Mark Awarded	Descriptor	
0 marks	Nothing credit worthy	
1 mark	1 valid point made only	
2 marks	1 valid point made with 1 linked strand	
3 marks	1 valid point made with 2 linked strands	

'Explain the Method' (Example 4)



Explain one method a business may use to generate repeat purchase.

[3]

A business could add new features to their product. This would mean that it could have a USP compared to rivals, therefore the product becomes more appealing when compared to competitor products.

Mark Awarded	Descriptor	
0 marks	Nothing credit worthy	
1 mark	1 valid point made only	
2 marks	1 valid point made with 1 linked strand	
3 marks	1 valid point made with 2 linked strands	

12-Mark 'Evaluate'



'Evaluate': How you might structure the 12-Mark Question

Adopting a 3 Paragraph approach

Paragraph one:

- Argument in support of the statement
- Three linked strands of development
- Context throughout paragraph.

Paragraph two:

- Counter argument
- Three linked strands of development
- Context throughout paragraph.

Paragraph three:

- Conclusion

'Evaluate': What a sophisticated conclusion might include

Sophisticated conclusions might include:

- ✓ Which option is best and why – what's the main reason in the context of the business.
- ✓ Why is it better than the other option?
- ✓ What might your decision depend on?

'Evaluate': Assessment Criteria

What to Look For in an Answer:

Understanding

- Giving clear definitions
- Using business terminology
- Giving accurate impacts/benefits/drawbacks

Application

- Needs to be throughout, including the conclusion
- Make points specific to the case study
- Don't use generic words (product/rival/business)

'Evaluate': Assessment Criteria

What to Look For in an Answer:

Analysis

- 5 linked strands across two points
- Use connectives: this would mean, therefore, this leads to... etc.

Evaluation

- Developed balanced argument
- Conclusion:
 - What is the main reason why you think a certain way?
 - What does your decision depend on?

‘Evaluate’: Example question



Figure 4: An Oculus virtual reality headset

Facebook

In 2004, entrepreneur Mark Zuckerberg started *Facebook*. Then, in 2012, the company floated on the stock exchange and became a public limited company (plc). By 2020, *Facebook* plc had become the largest social networking website in the world with 2.5 billion users and advertising revenues of \$70.1 billion.

The company has used internal and external growth to expand. Between 2012 and 2020, *Facebook* purchased over 60 different companies, including WhatsApp, Instagram and the virtual reality company, Oculus. However, *Facebook* wants to reduce its reliance on revenue from advertising on its websites and sees its future growth coming from new markets such as selling virtual reality headsets. *Facebook* believes that social media is now reaching the maturity phase in its product life cycle in most of its main markets.

In 2020 *Facebook* decided to give employees in its European headquarters in Dublin the option to work from home. *Facebook* believes that remote working will not result in lower productivity. It also believes it will allow *Facebook* to attract talented people such as coders, graphic designers and software engineers who cannot afford to live in expensive locations such as Dublin. *Facebook* believes that having less office space will reduce costs and give the company a competitive advantage against its rivals such as Snapchat and Twitter.

(Source: adapted from <https://www.irishtimes.com/business/technology/facebook-to-reopen-irish-offices-in-early-july-1.4259429> and <https://www.theguardian.com/technology/2020/may/21/facebook-coronavirus-remote-working-policy-extended-years/>)

'Evaluate': Example 1 (Page 1/1)

Evaluate the impact on Facebook of its decision to allow its employees to use remote working from home.

	Level 0 0 Marks	Level 1 1-4 Marks	Level 2 5-8 Marks	Level 3 9-12 Marks
Understanding	None	Basic concepts; limited terminology	Understands concepts and connections; Terminology used in places	Fully understands concepts; terminology used well
Application	None	Very limited context	Some context but not throughout	Context present throughout
Analysis	None	1 linked strand	2-4 linked strands	5+ linked strands
Evaluation	None	Stated balance, basic judgement	Developed balance, supported justification	Developed balance + sophisticated solution
Overall Level				
Mark				

(12)

Allowing its employees to work from home helps develop the trust between this plc and their staff. As employees feel more trusted this will motivate them which therefore increases their productivity. The increase in productivity then leads to a better workforce and therefore a better quality app, attracting more customers to the social media platform.

However, allowing employees to work from home could actually lead to a lower productivity as employees may not stick to their specific time slot for work and may be easily distracted, leading to a longer period of time needed to finish a single task (such as coding or repairing software).

In conclusion, despite the drawback I believe that allowing employees to work from home is beneficial because it reduces costs and leads to a higher profit for the business.

'Evaluate': Example 2 (Page 1/2)

Evaluate the impact on Facebook of its decision to allow its employees to use remote working from home.

	Level 0 0 Marks	Level 1 1-4 Marks	Level 2 5-8 Marks	Level 3 9-12 Marks
Understanding	None	Basic concepts; limited terminology	Understands concepts and connections; Terminology used in places	Fully understands concepts; terminology used well
Application	None	Very limited context	Some context but not throughout	Context present throughout
Analysis	None	1 linked strand	2-4 linked strands	5+ linked strands
Evaluation	None	Stated balance, basic judgement	Developed balance, supported justification	Developed balance + sophisticated solution
Overall Level				
Mark				

(12)

One benefit would be that the social media giant could attract employees from all over the world. This would mean that coders, graphic designers and software engineers who cannot afford to live in Dublin, can now work for Facebook. This could result in Facebook offering better functionality in it's apps or having improved VR headsets and games launch. All of this will give the digital firm a competitive advantage over rival social media firms such as Snapchat and Twitter.

However, working from home can cause codes and software developers to be less productive. This is because there are many distractions with little supervision when at home. This may slow down the launching of new versions of the app. This could result in competitors such as Twitter and Snapchat ~~a chance~~ launching new products/improvements.

'Evaluate': Example 2 (Page 2/2)

Evaluate the impact on Facebook of its decision to allow its employees to use remote working from home.

	Level 0 0 Marks	Level 1 1-4 Marks	Level 2 5-8 Marks	Level 3 9-12 Marks
Understanding	None	Basic concepts; limited terminology	Understands concepts and connections; Terminology used in places	Fully understands concepts; terminology used well
Application	None	Very limited context	Some context but not throughout	Context present throughout
Analysis	None	1 linked strand	2-4 linked strands	5+ linked strands
Evaluation	None	Stated balance, basic judgement	Developed balance, supported justification	Developed balance + sophisticated solution
Overall Level				
Mark				

to their social media apps. As a result Facebook will see a decrease in the 2-5 bn users. Therefore with fewer users, advertisers will withdraw their funding so profit will also start to decrease.

In conclusion, the social media giant operates in a dynamic market. ~~Therefore~~ it is critical that they continue to benefit from first mover advantage so they must have the best codes and designers employed in order to produce apps and software that entices customers away from Twitter and Snapchat. As they currently operate from an expensive location in Dublin, it is vital that they do allow home working. However, this is dependent on the factors that motivate workers. If being at home is motivating then the social media firm will see the benefits materialise. If codes can't work without constant supervision this idea is a non-starter.

9-Mark 'Justify'



'Justify': How you might structure the 9-Mark Question

Give a balanced argument, (simplest way?):

- ✓ Look at the pros and cons of one option
 - ✓ Most time efficient method
 - ✓ May be the easiest option for your students

Three paragraph approach:

- Offer an advantage of the chosen option
- Offer a drawback of the chosen option
- Provide a sophisticated conclusion.

'Justify': What a sophisticated conclusion might include

Sophisticated conclusions might include:

- ✓ Which option is best and why – what's the main reason in the context of the business.
- ✓ Why is it better than the other option?
- ✓ What might your decision depend on?

'Justify': Chief Examiner's advice

Question 6 (c)

There appear to be ingrained misconceptions as to how to approach the 'Justify' question. A significant number of students simply developed the benefits of both options within their answer. This approach **does not** naturally lead to any 'Evaluation' or 'AO3b', unless the candidate starts to contrast the magnitude or importance of the two benefits. At GCSE level, this is a necessary skill that is tricky to master, and from this year's marking experience, it was seldom seen. As Chief Examiner I have no idea where this approach has come from, but it seems to be a piece of 'baked in' examination technique that some centres seem insistent on using. Sadly, this is to the significant detriment of the students. **Using this method across all 4 of the 'Justify' questions on both papers could cost a candidate 12 marks across the entire qualification.**

On the question of options, whilst there can never been one preferred approach, surely the safest and easiest route for candidates is to pick an option, and consider the pros and cons of that option, and then come to a conclusion that adds extra evaluation, rather than a repeat of what has already been written elsewhere in the answer. If this is done with application throughout and there are 5 linked strands of development – then 9 marks should be accessible to the candidate. Remember there is no requirement for candidates to consider both options as part of their response.

'Justify': Example Question

In order to continue the growth in its sales, *Greggs* is considering two options:

Option 1: differentiate its product range

Option 2: lower its prices

(c) Justify which **one** of these two options *Greggs* should choose

Read the following extract before answering Questions 4, 5 and 6.

Write your answers in the spaces provided.

Greggs plc is a company that produces baked goods such as sausage rolls, savoury snacks and cakes. It has more than 1,900 shops and a number of factories located across the UK.

In 2018, *Greggs* planned to open a further 130 shops to cope with its continued growth in sales. It wanted to increase the use of technology in its factories, where it uses batch production. To be able to cope with this expansion, *Greggs* also planned to invest in improved logistics.

The growth of *Greggs* has been a UK high street success story. From originally being based in Newcastle and the north-east, it has expanded rapidly across the whole of the UK. It has switched away from selling traditional bakery products, such as bread, to become more like a fast food chain. As a result, *Greggs* now sell a variety of takeaway goods such as pizza, soup, coffee and sandwiches and operates in the very competitive 'food-to-go' market. Its main rivals are Pret a Manger, Costa and Starbucks.



(Source: abimages/Shutterstock)

Figure 3: *Greggs*' vegan sausage roll

In 2019, *Greggs* gained national publicity by becoming the first food retailer to start selling vegan sausage rolls. It is hoped that products such as this will help *Greggs* stand out from its rivals. The vegan sausage roll is priced at £1, 10p more than the meat-based equivalent.

(Source: adapted from <https://www.foodmanufacture.co.uk/Article/2018/02/27/High-street-baker-posts-profits-growth> and <https://metro.co.uk/2019/01/03/actually-greggs-vegan-sausage-roll-8305542/>)

'Justify': Example 1 (Page 1/1)

In order to continue the growth in its sales, *Greggs* is considering two options:

Option 1: differentiate its product range

Option 2: lower its prices

(c) Justify which **one** of these two options *Greggs* should choose

Application		Analysis		Evaluation	
L0	No context	L0	0 linked strands	L0	No evaluation
L1	Limited context	L1	1 linked strands	L1	Stated balance
L2	Some but not throughout	L2	2-4 linked strands	L2	Developed balance
L3	Throughout	L3	5+ linked strands	L3	Developed balance + sophisticated solution

(c) Justify which **one** of these two options *Greggs* should choose.

(9)

I think they should differentiate their range of food to cater for more tastes. This is because food like their vegan sausage rolls will attract more customer awareness. As a result *Greggs* may attract more customers, like vegans, who may not have bought from them before. Therefore sales may increase, which could lead to more profit for the food to go retailer.

They could also decide to reduce the price of products such as the chicken bake or sausage roll. This would make their food more appealing to customers who may shop at rival cafes such as *Tesco cafe* or *Costa*. As a result, *Greggs* may sell more products, which could lead to more revenue and hopefully profit.

In conclusion, increasing the range of products sold is best because they will attract different types of customer.

'Justify': Example 2 (Page 1/2)

In order to continue the growth in its sales, *Greggs* is considering two options:

Option 1: differentiate its product range

Option 2: lower its prices

(c) Justify which **one** of these two options *Greggs* should choose

Application		Analysis		Evaluation	
L0	No context	L0	0 linked strands	L0	No evaluation
L1	Limited context	L1	1 linked strands	L1	Stated balance
L2	Some but not throughout	L2	2-4 linked strands	L2	Developed balance
L3	Throughout	L3	5+ linked strands	L3	Developed balance + sophisticated solution

I think that *Greggs* should lower its prices for food and drink. If they decided to lower prices for items like coffee and bacon rolls they will likely attract more customers. This is because customers will now see these items as better value for money compared with similar items sold at *Starbucks* and *Costa*. As a result customers will switch to buy tea and sausage rolls from *Greggs*. Therefore *Greggs* will gain higher customer loyalty. This will result in *Greggs* achieving a higher share of the cafe and food to go market.

However, price reductions by *Greggs* may be matched by other cafes such as *Cafe Nero* and others. This is because the food to go market is extremely competitive. Therefore customers can easily switch between cafes based on price.

'Justify': Example 2 (Page 2/2)

In order to continue the growth in its sales, *Greggs* is considering two options:

Option 1: differentiate its product range

Option 2: lower its prices

(c) Justify which **one** of these two options *Greggs* should choose

Application		Analysis		Evaluation	
L0	No context	L0	0 linked strands	L0	No evaluation
L1	Limited context	L1	1 linked strands	L1	Stated balance
L2	Some but not throughout	L2	2-4 linked strands	L2	Developed balance
L3	Throughout	L3	5+ linked strands	L3	Developed balance + sophisticated solution

As a result other cafes will match any price reductions so they don't lose out on customers. Therefore any competitive advantage gained will be quickly lost and they will just be

(Total for Question 6 = 12 marks)

TOTAL FOR SECTION B = 30 MARKS

selling the same number of pasties and cups of coffee but for less money.

In conclusion I think lowering the price is the best option. This is because customers choose cafes on value for money ~~and if they think~~ Therefore it's vital that *Greggs* provides good quality sausage rolls at affordable prices. However, how successful this is may be dependent on the size of the price reduction. If prices of food and drink only fall by a small percentage it may have an insignificant impact on customer numbers.

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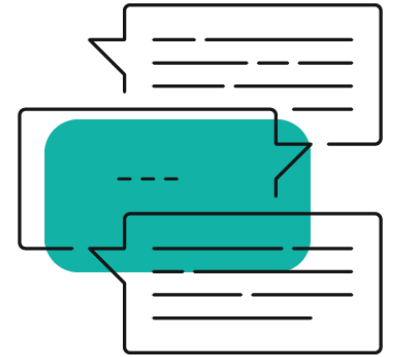
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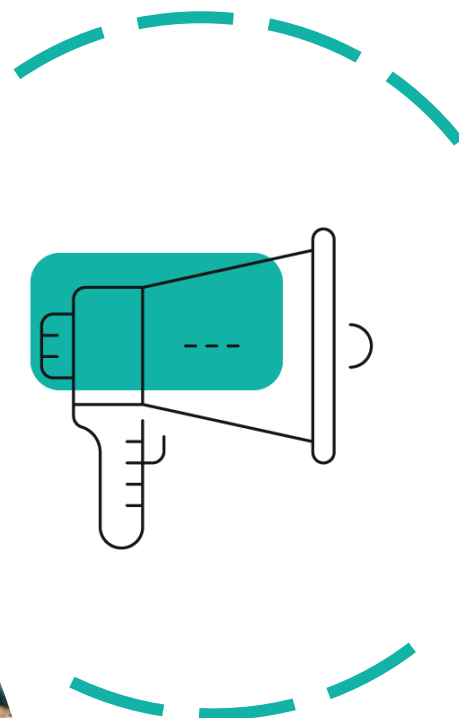
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Q&A

