

Question number	Indicative content
2(f)	<p>AO2 (3 marks)/AO3 (3 marks)/AO4 (3 marks)</p> <p>AO2</p> <ul style="list-style-type: none"> Option 1 – Remaining centralised is appropriate to a technology company since there is little scope to adapt hardware in different markets. Option 2 – Moving to a flat organisational structure will give local managers more freedom to provide technical support that is appropriate to each individual country. <p>AO3</p> <ul style="list-style-type: none"> Option 1 – Therefore, remaining centralised provides the scope to take advantage of economies of scale which reduces average total costs (ATC). Option 2 – This means that Apple’s customer satisfaction will increase because it is catering for customers with different languages/religions. This provides Apple with a USP. <p>AO4</p> <ul style="list-style-type: none"> Option 1 – However, customers will still need technical support even though the hardware is identical. Therefore, a centralised organisational structure may reduce the quality of customer service given to each national market. This could damage Apple’s brand image. Option 2 – However, the extent to which this benefits Apple is limited since most processes are standardised so costs could increase through a flat organisational structure with no real improvement in customer service.

Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1–3	<ul style="list-style-type: none"> Limited application of knowledge and understanding of business concepts and issues to the business context. (AO2) Attempts to deconstruct business information and/or issues, finding limited connections between points. (AO3) Makes a judgement, providing a simple justification based on limited evaluation of business information and issues relevant to the choice made. (AO4)
Level 2	4–6	<ul style="list-style-type: none"> Sound application of knowledge and understanding of business concepts and issues to the business context, although there may be some inconsistencies. (AO2) Deconstructs business information and/or issues, finding interconnected points with chains of reasoning, although there may be some logical inconsistencies. (AO3) Makes a judgement, providing a justification based on sound evaluation of business information and issues relevant to the choice made. (AO4)
Level 3	7–9	<ul style="list-style-type: none"> Detailed application of knowledge and understanding of business concepts and issues to the business context throughout. (AO2) Deconstructs business information and/or issues, finding detailed interconnected points with logical chains of reasoning. (AO3) Makes a judgement, providing a clear justification based on a thorough evaluation of business information and issues relevant to the choice made. (AO4)