CAMBRIDGE
International Education

Cambridge International AS & A Level

BUSINESS **9609/12**

Paper 1 Business Concepts 1 **May/June 2024**

MARK SCHEME

Maximum Mark: 40

Published

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the May/June 2024 series for most Cambridge IGCSE, Cambridge International A and AS Level and Cambridge Pre-U components, and some Cambridge O Level components.

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Generic Marking Principles

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptions for a question. Each question paper and mark scheme will also comply with these marking principles.

GENERIC MARKING PRINCIPLE 1:

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

GENERIC MARKING PRINCIPLE 2:

Marks awarded are always **whole marks** (not half marks, or other fractions).

GENERIC MARKING PRINCIPLE 3:

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

GENERIC MARKING PRINCIPLE 4:

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

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GENERIC MARKING PRINCIPLE 5: Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).
GENERIC MARKING PRINCIPLE 6: Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

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Social Science-Specific Marking Principles
(for point-based marking)

1 Components using point-based marking:

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

a DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
b DO credit alternative answers/examples which are not written in the mark scheme if they are correct
c DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require *n* reasons (e.g. State two reasons …).
d DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
e DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
f DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
g DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. Corrasion/Corrosion)

2 Presentation of mark scheme:

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

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3 Calculation questions:

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

4 Annotation:

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

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9609 Business Studies – Paper 1 Annotations

Annotation	Description	Use
	Tick	Indicates a point which is relevant and rewardable.
	Cross	Indicates a point which is inaccurate/irrelevant and not rewardable.
	Knowledge	Indicates knowledge and understanding of the concepts and issues relating to the question.
	Application	Indicates where application is made to an appropriate business context.
	Analysis	Indicates where the answer has demonstrated analysis – questions 4, 5a, 5b, 6a and 6b.
	Evaluation	Indicates where the answer has demonstrated evaluation - (Section B Part (b) questions only).
	Benefit of doubt	Used when the benefit of the doubt is given in order to reward a response.
	Not answered question	Used when the answer or parts of the answer are not answering the question asked.
	Too vague	Used when parts of the answer are considered to be too vague.
	Noted but no credit given	Indicates that content has been recognised but not rewarded.
	Repetition	Indicates where content has been repeated.
	Level 1	Indicates a Level 1 point is made.

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Annotation	Description	Use
	Level 2	Indicates a Level 2 point is made.
	Level 3	Indicates a Level 3 point is made.
	Off Page Comment	**Used to view PE comments on Practice Scripts only** – displayed at the bottom of the screen when clicking the comments button/toggle.

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Guidance on using levels-based mark schemes

Marking of work should be positive, rewarding achievement where possible, but clearly differentiating across the whole range of marks, where appropriate.

The examiner should look at the work and then make a judgement about which level statement is the best fit. In practice, work does not always match one level statement precisely so a judgement may need to be made between two or more level statements.

Once a best-fit level statement has been identified, use the following guidance to decide on a specific mark:

- If the candidate's work **convincingly** meets the level statement, award the highest mark.
- If the candidate's work **adequately** meets the level statement, award the most appropriate mark in the middle of the range.
- If the candidate's work **just** meets the level statement, award the lowest mark.
- L1, L2 etc. must be clearly annotated on the response at the point where the level is achieved.

Assessment objectives

AO1 Knowledge and understanding
Demonstrate knowledge and understanding of business concepts, terms and theories.
AO2 Application
Apply knowledge and understanding of business concepts, terms and theories to problems and issues in a variety of familiar and unfamiliar business situations and contexts.
AO3 Analysis
Analyse business problems, issues and situations by:

- using appropriate methods and techniques to make sense of qualitative and quantitative business information
- searching for causes, impact and consequences
- distinguishing between factual evidence and opinion or value judgement
- drawing valid inferences and making valid generalisations.

AO4 Evaluation
Evaluate evidence in order to make reasoned judgements, present substantiated conclusions and, where appropriate, make recommendations for action and implementation.

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Mark Grids for Section A

Used for Q1(a), Q2(a) and Q3(a)

Two marks in total can be awarded for these questions. Ticks (✔) are used to show where the candidate has been given these marks.

AO1 Knowledge and understanding	Marks
Knowledge of the term that demonstrates a clear understanding of the term.	**2**
Knowledge of the term that demonstrates a partial understanding of the term.	**1**
No creditable response.	**0**

Used for Q1(b), Q2(b) and Q3(b)

Three marks in total can be awarded for these questions. Ticks (✔) are used to show where the candidate has been given these marks.

AO1 Knowledge and understanding 1 mark	AO2 Application 2 marks
	2 marks Developed application of **one** relevant point to a business context.
1 mark Knowledge of **one** relevant point is used to answer the question.	**1 mark** Limited application of **one** relevant point to a business context.
0 marks No creditable response.	**0 marks** No creditable response.

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Question	Answer	Marks
1(a)	**Define the term *takeover*.** **Indicative content** Responses may include: **AO1 Knowledge and understanding** Clear understanding 2 marks • A takeover is when one business/investor buys / acquires / controls / absorbs / integrates another business, often by buying a majority stake in the target company. Partial understanding 1 mark • Purchasing a business Accept all valid responses.	**2**

Question	Answer	Marks
1(b)	**Explain <u>one</u> disadvantage to a business of external growth.** **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for identifying **one** disadvantage to a business of external growth • May require considerable additional expenditure • May lead to increased debt • May cause problems for existing management • Might lead to loss of control of core business • Disruptive to original business – culture clash • Growth may be too rapid – diseconomies of scale • May be more regulations/different management culture in a different market **AO2 Application** 2 marks for **developed** application/explanation of **one** disadvantage to a business of external growth 1 mark for **limited** application/explanation of **one** disadvantage to a business of external growth • Can be very expensive to take over another business – which could raise business costs. • Managers may lack the experience to deal with a different business – which could lead to poor decision making and inefficiency. • Can lead to loss of control of the business – especially if it is a hostile takeover. • Can lead to culture clashes – whereby employees may find it difficult to adapt and leave. • Different management styles may be incompatible – which can make decision making difficult. • May need to adapt different marketing strategies – which can be very expensive. • Can lead to an increase in long-term debt – which can lead to a higher gearing ratio. • Can lead to regulatory problems – whereby the government may prevent a merger or takeover from happening. Accept all valid responses.	**3**

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Question	Answer	Marks
2(a)	**Define the term *job description*.** **Indicative content** Responses may include: **AO1 Knowledge and understanding** Clear understanding 2 marks • A document/list/explanation/statement/indication setting out the tasks/duties/features/role/responsibilities/requirements of a job **NOT the qualifications/skills/attributes of a person doing a job.** Partial understanding 1 mark • What the job involves/requires Accept all valid responses.	**2**

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Question	Answer	Marks
2(b)	**Explain ONE benefit to a business of internal recruitment.** **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for identifying **one** benefit to a business of internal recruitment • Applicants well known to the business / know how the business operates • Applicants already integrated into working culture • Internal recruitment takes less time / more efficient • Internal recruitment likely cheaper than external recruitment • Acts as an incentive to employees in a business / increases motivation • May mean less disruption to existing employees **AO2 Application** 2 marks for **developed** explanation of **one** benefit to a business of internal recruitment 1 mark for **limited** explanation of **one** benefit to a business of internal recruitment • Applicants may already be known to the selection team – so they know they would be able to do the job, therefore reduced risk. • Culture of the organisation would already be well understood by the applicants – so they know what is expected of them – reduced need for induction training or time to adjust. • It is often quicker than external recruitment/advertising – so the business does not have to wait excessively long for the candidate to start contributing. • Likely to be cheaper than using recruitment agencies – therefore saving costs • Gives internal staff a career structure and a chance to progress – which might reduce labour turnover. • Reduces the likelihood that staff will have to adapt to the new recruit's style of management – as they are already familiar with the person. Accept all valid responses.	**3**

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Question	Answer	Marks
3(a)	**Define the term *job production*.** **Indicative content** Responses may include: **AO1 Knowledge and understanding** Clear understanding 2 marks • The production process where a one-off/unique/bespoke product is made/for a customer/product completed before the next one is started Partial understanding 1 mark • Where only one item is produced Accept all valid responses.	**2**

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Question	Answer	Marks
3(b)	**Explain ONE benefit to a business of capital intensive operations.** **Indicative content** Responses may include: **AO1 Knowledge and understanding –** 1 mark for identifying **one** benefit to a business of capital intensive operations • May well lead to economies of scale • Machines may well guarantee greater conformity of quality • Machines more efficient than labour • Production costs reduced • Reduces need for labour resource • Increases output/productivity **AO2 Application** 2 marks for **developed** application/explanation of **one** benefit to a business of capital intensive operations 1 mark for **limited** application/explanation of **one** benefit to a business of capital intensive operations • Substantial opportunities for scale economies – therefore unit cost reductions • Quality can be standardised so products are the same every time – which reduces human errors and customer complaints • Machines can work continuously 24/7 – therefore increased output enabling large orders to be met • Less employees are needed – therefore reduced labour/wage costs • Higher productivity – more effective utilisation of resources Accept all valid responses.	**3**

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Question	Answer	Marks
4	**Analyse <u>one</u> reason why product differentiation may be important to a business.** *Note: no marks can be awarded if a relevant reason why product differentiation may be important to a business has not been identified* **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for identifying **one** reason why product differentiation may be important to a business • May give a product a USP/distinctive/unique feature • May increase customer demand for the product • May lead to an increase in market share • May strengthen the brand • Target niche market • Allows premium prices to be set • Increases morale/motivation of employees	**5**

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Question	Answer	Marks
4	**AO2 Application** 2 marks for a **developed** application of **one** reason why product differentiation may be important to a business 1 mark for **limited** application of **one** reason why product differentiation may be important to a business • Increased competitiveness • A product is made distinctive so it stands out from competitors' products • Assumes a USP in the eyes of consumers • Consumers now prefer to buy this product • Higher sales and possibly increased share of market • Stronger brand image and loyalty • A distinctive USP supports premium prices • Product success/increased employee motivation **AO3 Analysis** 2 marks for **developed** analysis of **one** reason why product differentiation may be important to a business 1 mark for **limited** analysis of **one** reason why product differentiation may be important to a business • Builds brand loyalty due to perceived differentiation from alternative brands – which leads to repeat customers • Enables premium price to be charged – which can result in increased profit margins. • Increased competitiveness – lead to higher sales and increased market share. • Attract investment from shareholders – which increases market value of business. • Enables businesses to compete in areas other than price – such as quality or taste which broadens potential areas for success • Customers perceive there to be no substitute for the product – enabling business to gain a market advantage via USP Accept all valid responses.	

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Question	Answer	Marks
5(a)	**Analyse <u>two</u> limitations to a business of using contribution costing.** There are 8 marks in total for Q5(a) – 4 marks for each of the two limitations to a business of using contribution costing: 1 mark for 1 mark for 2 marks for **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for identifying **one** limitation to a business of using contribution costing • It allocates only direct costs to cost/profit centres • Overhead costs not apportioned at all • May provide a misleading picture of profitability • It overlooks the impact of fixed costs • Not acceptable for external financial reporting • Difficult to allocate costs accurately across a full product range • Not an appropriate method for price determination • Unsuitable for capital intensive operations/multi-product operations	**8**

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Question	Answer	Marks
5(a)	**AO2 Application** 1 mark for application of **one** limitation to a business of using contribution costing • Difficult to analyse as not all costs can be easily split into fixed and variable costs. • Poor method for setting prices – as prices are based on contribution which does not cover fixed costs. • It violates the principle of matching costs with revenues • Has limited scope – so businesses with high automation have high levels of fixed costs, so not suitable to capital intensive industries. • Can lead to unrealistic financial statements – as exclusion of fixed overheads in valuation of stock. • Firms might find it difficult to cover all costs and earn a fair return on capital employed **AO3 Analysis** 2 marks for **developed** analysis of **one** limitation to a business of using contribution costing **L2** 1 mark for **limited** analysis of using contribution costing **L1** • Not acceptable for stock valuation – if stock is undervalued it could lead to government investigation/fines – affect business image • Unrealistic financial statements – could lead to investors withdrawing from the business or government fines. • Under-pricing of products – which leads to poor return on capital employed and low profits – shareholder dissatisfaction • Costs can be difficult to allocate – which leads to inaccurate pricing decisions – lose customer loyalty • Can lead managers to maintain the production of goods just because of positive contribution – perhaps a brand new product should be launched instead which makes a greater contribution. • If lower prices are offered to gain customers as contribution can still be earned – may lead to existing customers demanding lower prices – lower profits. • If high prices are a key feature that has established brand – then lowering prices could destroy brand image. Accept all valid responses.	

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Question	Answer	Marks
5(b)	**Evaluate whether working capital is the most important source of finance for a start-up furniture manufacturer.** There are 12 marks for Q5(b): 2 marks for 2 marks for 2 marks for 6 marks for **Indicative content** Responses may include: **AO1 Knowledge and understanding** 2 marks for **developed** knowledge **L2** 1 mark for **limited** knowledge **L1** • Working capital is the capital needed to pay for raw materials, day-to-day running costs and credit offered to customers. • Working capital = current assets less current liabilities. • Source of finance – internal (retained profits, reduce working capital, sale of assets) – external (overdrafts, trade credit, factoring, HP, leasing, loans, equity finance, share, debentures, venture capital) • A start up business is a company in the first stages of operations, often being financed by its entrepreneurial founders during the initial starting period. **AO2 Application** 2 marks for **developed** application **L2** 1 mark for **limited** application **L1** • Needs finance to pay suppliers of wood, tools. • Need finance to hire craft persons /machines to make furniture • Needs finance for rent to hire premises/ warehouses to store furniture pending sale to retailers	**12**

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Question	Answer	Marks
5(b)	**AO3 Analysis** 2 marks for **developed** analysis **L2** 1 mark for **limited** analysis **L1** • If wages cannot be paid due to low working capital could lead to employees leaving the business – thus a high labour turnover • If unable to meet a customer order due to poor working capital – business may lose important customers. • Insufficient working capital to pay suppliers – could lead to loss of trade terms – or supplier refusing to do business with them altogether. • If don't have enough working capital to purchase materials – may not be able to produce enough goods to satisfy demand – lose sales • Adequate working capital enables materials to be bought in advance of busy periods – such as the lead up to Christmas – so don't miss out on high sales. • Inadequate working capital may prevent the business from raising additional funds – so will limit or prevent further growth. • Might be possible to arrange an overdraft – though may only be limited initially – high interest and potential charges. • As a new starter will not have traded long enough to have retained profits – so would not have "free" source of finance • May not have built up trade relationships – so not trustworthy enough yet to get credit • HP and leasing would allow the business to obtain assets without a large initial cash payment – thus reducing cash outflow • Venture capital might be an option – but may have to give up a share of the business – as well as a percentage of future profits	

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>5(b)</td><td>
AO4 Evaluation –
6 marks for evaluation
<table>
<tr><td>Developed/Supported judgement in context</td><td>L3</td><td>6 marks</td></tr>
<tr><td>Developed/Reasonable evaluative comments in context</td><td>L3</td><td>5 marks</td></tr>
<tr><td>Developed/Supported judgement without context</td><td>L2</td><td>4 marks</td></tr>
<tr><td>Developed/Reasonable evaluative comments without context</td><td>L2</td><td>3 marks</td></tr>
<tr><td>Limited supported judgement</td><td>L1</td><td>2 marks</td></tr>
<tr><td>An attempt to balance the arguments/Weak attempt at evaluative comments</td><td>L1</td><td>1 mark</td></tr>
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Question	Answer	Marks
5(b)	*A judgement/conclusion is made as to whether working capital is the most important source of finance for a start-up furniture manufacturer.* *These judgements/conclusions may be made at any point in the essay, not only in a concluding section.* • A conclusion about what the new furniture manufacturer hopes to achieve in the long and short term and how much finance may be required • A conclusion as to what the business hopes to achieve once established and what elements of its working capital need improving. • A judgement that a new business will find it harder to raise finance than a well-established business – so it's imperative to effectively manage working capital. • A conclusion that working capital is only one source of finance and is unlikely to be sufficient for a start-up furniture manufacturer. However, other options may not be available due to lack of credit history or length of time that the business has been operating Accept all valid responses.	

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Question	Answer	Marks
6(a)	**Analyse <u>two</u> benefits to a business of low labour turnover.** There are 8 marks in total for Q6(a) – 4 marks for each of the two benefits to a business of low labour turnover. These 4 marks consist of : 1 mark for 1 mark for 2 marks for **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for identifying **one** benefit to a business of low labour turnover • Lowers cost of recruiting new staff. • Less employee training required • Staff loyalty and morale likely to be high • Less risk of work building up with gaps when staff leave • Consistency of production • Production quality maintained • Customer contact retained • Reputation of business high	**8**

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Question	Answer	Marks
6(a)	**AO2 Application** 1 mark for application of **one** benefit to a business of low labour turnover • Less people leave the business, low replacement costs • Fewer employees require induction or other training • Staff content to stay in business • Sufficient numbers of staff maintained • Experienced workers remain in the business • Product quality maintained • Customers relate to known staff **AO3 Analysis** 2 marks for **developed** analysis of **one** benefit to a business of low labour turnover **L2** 1 mark for **limited** analysis of **one** benefit to a business of low labour turnover **L1** • Lower recruitment and training costs – means more money to reinvest in other areas of the business. • Consistent customer relationships – means less chance of losing customers – maintain or even increase sales. • Consistent quality of products and services – less errors – less waste/complaints – decreased costs /improved image • Low turnover might make business attractive when business does need to recruit – attract better quality workers. • Better morale and team spirit – can lead to higher productivity • Less risk of being short staffed – so build reputation with customers for meeting orders • Knowledge and skills kept within the business – can increase goodwill and value of the business – if it were to be sold. Accept all valid responses.	

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Question	Answer	Marks
6(b)	**'Work-life balance is the most important human resource management (HRM) factor for employee welfare in a local bus service.'** **Evaluate this view.** There are 12 marks for **6(b)**: 2 marks for 2 marks for 2 marks for 6 marks for **Indicative content** Responses may include: **AO1 Knowledge and understanding** 2 marks for **developed** knowledge **L2** 1 mark for **limited** knowledge **L1** • Work-life balance is about creating and maintaining supportive and healthy work environments that enable employees to have balance between work and other aspects of life – family, friends, community, personal growth. • Employee welfare is overseen by HRM departments who may offer counselling and other services to staff who are in need of support, perhaps because of family or financial problems. • HRM is the strategic approach to the effective management of organisations workers so that they help the business gain a competitive advantage.	**12**

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Question	Answer	Marks
6(b)	**AO2 Application** 2 marks for **developed** application **L2** 1 mark for **limited** application **L1** • Bus drivers and conductors have stressful jobs • Bus drivers are required to drive safely • They need to be alert and not over tired • Bus drivers and conductors are close to passengers • They need to be work regularly to guarantee a bus timetable **AO3 Analysis** 2 marks for **developed** analysis **L2** 1 mark for **limited** analysis **L1** • WLB could lead to bus drivers feeling more optimistic about responsibilities – better able to meet timetable targets • Potentially lower labour turnover and absenteeism reduced if staff feel they have a good WLB • Bus drivers might have more energy and be less tired with good WLB – leading to better customer experience • Stressed and overworked bus staff may be rude or not deal very well with angry passengers – which might lead to customer complaints and demotivated/demoralised drivers • WLB could reduce negative effects of work-life conflict – such as health risks – smoking, drinking, weight gain, depression – on employees – business will build good image for business as a caring employer – leading to healthier drivers • Strengthen employee loyalty and productivity – which means buses might run on time – increase reputation and esteem for drivers • Duty of care to employees – means it will reduce likelihood of paying compensation to employees/customers if accidents occur to elderly passengers due to speeding drivers.	

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>6(b)</td><td>

AO4 Evaluation
6 marks for Evaluation

<table>
<tr><td>Developed/Supported judgement in context</td><td>L3</td><td>6 marks</td></tr>
<tr><td>Developed/Reasonable evaluative comments in context</td><td>L3</td><td>5 marks</td></tr>
<tr><td>Developed/Supported judgement without context</td><td>L2</td><td>4 marks</td></tr>
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<tr><td>An attempt to balance the arguments/Weak attempt at evaluative comments</td><td>L1</td><td>1 mark</td></tr>
</table>

A judgement/decision as to whether WLB is the most important HRM factor for employee welfare in a local bus service. These judgements/decisions may be made at any point in an essay, not just in the concluding section of an essay.

- A judgement is made as to the importance of HR concern for WLB for the welfare of those working for a local bus service.
- How might WLB be an important HRM factor for employee welfare? – improve performance, improve morale of staff, prevent over tiredness, signal concern for and confidence in staff
- Might other HRM factors be equally/more important than WLB fir welfare of bus service staff such as training, shorter work hours, more pay, or better quality management/supervision, better canteen facilities, better holiday entitlements?

Accept all valid responses.

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Mark Grids for Section B

Used for Q5(a) and Q6(a)

Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 4 marks
2			**3–4 marks** **Developed analysis** • Developed analysis that identifies connections between causes, impacts and/or consequences of **two** points. • Developed analysis that identifies connections between causes, impacts and/or consequences of **one** point.
1	**1–2 marks** • Knowledge of **two** relevant points is used to answer the question. • Knowledge of **one** relevant point is used to answer the question.	**1–2 marks** • Application of **two** relevant points to a business context. • Application of **one** relevant point to a business context.	**1–2 marks** **Limited analysis** • Limited analysis that identifies connections between causes, impacts and/or consequences of **two** points • Limited analysis that identifies connections between causes, impacts and/or consequences of **one** point.
0	**0 marks** No creditable response.	**0 marks** No creditable response.	**0 marks** No creditable response.

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Mark Grids for Section B

Used for Q5(b) and Q6(b)

Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks
3				**5–6 marks** **Developed evaluation in context** • A developed judgement/conclusion is made in the business context. • Developed evaluative comments which balance some key arguments in the business context.
2	**2 marks** **Developed knowledge** of relevant key term(s) and/or factor(s) is used to answer the question.	**2 marks** **Developed application** of relevant point(s) to the business context.	**2 marks** **Developed analysis** that identifies connections between causes, impacts and/or consequences.	**3–4 marks** **Developed evaluation** • A developed judgement/conclusion is made. • Developed evaluative comments which balance some key arguments.
1	**1 mark** **Limited knowledge** of relevant key term(s) and/or factor(s) is used to answer the question.	**1 mark** **Limited application** of relevant point(s) to the business context.	**1 mark** **Limited analysis** that identifies connections between causes, impacts and/or consequences.	**1–2 marks** **Limited evaluation** • A judgement/conclusion is made with limited supporting comment/evidence. • An attempt is made to balance the arguments.
0	**0 marks** No creditable response.	**0 marks** No creditable response.	**0 marks** No creditable response.	**0 marks** No creditable response.

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