CAMBRIDGE
International Education

Cambridge International AS & A Level

BUSINESS **9609/13**

Paper 1 Business Concepts 1 **May/June 2025**

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.

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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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Annotations guidance for centres

Examiners use a system of annotations as a shorthand for communicating their marking decisions to one another. Examiners are trained during the standardisation process on how and when to use annotations. The purpose of annotations is to inform the standardisation and monitoring processes and guide the supervising examiners when they are checking the work of examiners within their team. The meaning of annotations and how they are used is specific to each component and is understood by all examiners who mark the component.

We publish annotations in our mark schemes to help centres understand the annotations they may see on copies of scripts. Note that there may not be a direct correlation between the number of annotations on a script and the mark awarded. Similarly, the use of an annotation may not be an indication of the quality of the response.

The annotations listed below were available to examiners marking this component in this series.

Annotations

Annotation	Meaning
	Indicates a point which is relevant and rewardable.
	Indicates a point which is inaccurate/irrelevant and not rewardable.
K	Indicates knowledge and understanding of the concepts and issues relating to the question.
APP	Indicates where application is made to an appropriate business context.
AN	Indicates where the answer has demonstrated analysis – **questions 4**, **5(a)**, **5(b)**, **6(a)** and **6(b)**.
EVAL	Indicates where the answer has demonstrated evaluation – (Section B Part (b) questions only).
BOD	Used when the benefit of the doubt is given in order to reward a response.
NAQ	Used when the answer or parts of the answer are not answering the question asked.
TV	Used when parts of the answer are considered to be too vague
SEEN	Indicates that content has been recognised but not rewarded.

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Annotation	Meaning
REP	Indicates where content has been repeated.
L1	Indicates a Level 1 point is made.
L2	Indicates a Level 2 point is made.
L3	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**	Indicated by 2 ✔ ✔where appropriate in the answer
Knowledge of the term that demonstrates a partial understanding of the term.	**1**	Indicated by 1 ✔ where appropriate in the answer
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. Indicated by a further ✔ where appropriate in the answer
1 mark Knowledge of **one** relevant point is used to answer the question. Indicated by 1 ✔ where appropriate in the answer	**1 mark** Limited application of **one** relevant point to a business context. Indicated by 1 ✔ where appropriate in the answer
0 marks No creditable response.	**0 marks** No creditable response.

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Question	Answer	Marks
1(a)	**Define the term *motivation.*** **Indicative content** **AO1 Knowledge and understanding** Clear understanding **A clear definition that merits 2 marks should include reference to two out of the following three 1-mark responses (an acceptable definition will NOT use the word '*motivate')*** • The factors-such as stimulate, encourage, interest, leading to the desire of employees (1) providing a willingness to work, to work harder, to perform well, to achieve something, a goal/task or objective, become more efficient, more satisfied (1) with incentives such as money, promotion, job enrichment/rotation (1) Partial understanding • Why employees work hard (1) Accept all valid responses.	**2**

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Question	Answer	Marks
1(b)	**Explain <u>one</u> benefit for a business of motivated employees.** There are 3 marks for this question: 1 mark for K 2 marks for APP **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark K for identifying **one** BENEFIT for a business of motivated employees • Lower absenteeism • Better workplace culture • Employees work harder • Lower labour turnover • Employees more productive • Business objectives more likely to be achieved • Better customer service • Greater creativity/innovation (motivated employees more likely to challenge, explore more creative options and collaborate with colleagues) • Improved work relationships- more likely to accept change and less likely to take industrial action • Positive business reputation- motivated employees more likely to speak highly of the business • Higher sales- more profit	3

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Question	Answer	Marks
1(b)	**AO2 Application** 2 marks for **developed** APP of the benefit given 1 mark for **limited** APP of the benefit given • Disruption caused by absent employees is reduced • Positive work environment • Recruitment and training costs for the business are reduced • Better quality products or services due to more care being taken – a good standard of work – happier customers • Employees will match their personal objectives with those of the business. • Improved customer satisfaction leading to increase in repeat customers – less complaints – better reviews Accept all valid responses.	

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Question	Answer	Marks
2(a)	**Define the term *incremental budgets.*** **Indicative content** **AO1 Knowledge and understanding** Clear understanding • Incremental budgeting is a budgeting process that involves developing a budget by making adjustments/changes to an existing or previous budget (2) Partial understanding • Setting this year`s budget based on last year`s budget (1) Accept all valid responses.	**2**

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Question	Answer	Marks
2(b)	**Explain <u>one</u> advantage to a business of using variance analysis** There are 3 marks for this question**:** 1 mark for K 2 marks for APP **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark K for identifying **one** advantage of using variance analysis • Gives a business more control • Clarifies accountability in a business • Improves accuracy of budgets • Improves financial decision making • Identifies areas for improvement. • Allows business to compare their estimated costs with their actual costs • Allows planning • Shows how to allocate resources • More effective strategy	**3**

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Question	Answer	Marks
2(b)	**AO2 Application** 2 marks for **developed** APP of the advantage given 1 mark for **limited** APP of the advantage given • Highlights areas of business needing attention • Helps in assessing management performance • Identifies potential problems early • Helps to monitor financial performance • Helps a business to budget more accurately in the future • Helps managers to respond to adverse or favourable variances • Identifies areas of over/under spending and spending not authorised • May lead to improved business efficiency • Helps to monitor success and failure • Helps to identify areas of underperformance • Helps strategic decisions/better planning • Provides fast financial information Accept all valid responses.	

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Question	Answer	Marks
3(a)	**Define the term Just in Time (JIT).** **Indicative content** Responses may include: **AO1 Knowledge and understanding** Clear understanding **NOTE:** A clear definition that merits two marks should include reference to two out of the following three 1 mark responses: • The management of inventory (1) that ensures that new inventory arrives just when needed (1) removes the need for inventory to be held in storage until it is needed (1) Partial understanding • Where inventory is kept low (1) Accept all valid responses.	**2**

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Question	Answer	Marks
3(b)	**Explain <u>one</u> disadvantage to a business of using Just in Time (JIT).** There are 3 marks for this question**:** 1 mark for K 2 marks for APP **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark K for identifying **one** disadvantage of using JIT • Production process can be delayed when supplies do not arrive or are late • Frequent small deliveries needed • More planning ahead with suppliers required • Small orders need to be processed • Suppliers need to be reliable • Could be expensive • No discounts for bulk orders- no economies of scale • Unable to respond to unexpected customer demand • Can lead to stockouts	**3**

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Question	Answer	Marks
3(b)	**AO2 Application** 2 marks for **developed** APP of the disadvantage given 1 mark for **limited** APP of the disadvantage given • Any failure to receive supplies or components on time – could lead to production delays. • Frequent small deliveries – could lead to an increase in delivery costs. • Small orders need to be processed – administration costs may rise. • Each order is likely to be small – lose out on bulk discounts. • Suppliers need to be reliable – if not could affect reputation • Could be expensive to implement for small firms – increase costs • May require investment in new technology • Could lose sales/ revenue/profit Accept all valid responses.	

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Question	Answer	Marks
4	**Analyse <u>one</u> advantage to a business of using mass marketing.** There are 5 marks for this question: 1 mark for K 2 marks for APP 2 marks for AN **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for K identifying one advantage to a business of using mass marketing • Business may secure economies of scale • Mass marketing may ensure cost effectiveness in business operations • Opportunity to secure significant sales • Opportunity to build and develop a brand • Opportunity to build and develop the business	**5**

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Question	Answer	Marks
4	**AO2 Application** 2 marks for **developed** APP of the chosen advantage. 1 mark for **limited** APP of the chosen advantage. • Economies of scale – unlike niche marketing • Cost effective – when used to advertise products • Mass marketing campaigns can reach a large audience – via several channels. • Appeals to the total population – lead to more sales. • Can increase brand awareness – via several channels • Can save time with marketing campaigns – as don't have to create new campaign for each different segment **AO3 Analysis** 2 marks for **developed** AN of the chosen advantage 1 mark for **limited** AN of the chosen advantage • Economies of scale can enable substantially lower average costs of production – increase profit margin. • The ability to target the whole market could lead to huge sales – and profits. • Brand awareness could become global – could lead to becoming market leader. • Time saved on marketing campaigns could be used in other ways to increase business efficiency. • Less prone to changing tastes – so a change in consumer buying habits may not impact sales. Accept all valid responses.	

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Question	Answer	Marks
5(a)	**Analyse <u>two</u> benefits to a business of using break-even analysis.** There are 8 marks in total for **Q5(a)** 4 marks for each of the two benefits given. These 4 marks consist of 1 mark for K 1 mark for APP 2 marks for AN **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for K identifying **one** benefit of using break-even analysis. • Provides crucial insights for business decisions • Provides information for a range of important business decisions • Shows whether a product is worth selling or too risky- such as new products, pricing, costs and production levels • Shows the amount of revenue a business will make at different levels of output • Assists in evaluating investment plans/decisions • Helps to analyse costs • Calculations are quick/easy • Helps set pricing strategy • Supports setting targets	**8**

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Question	Answer	Marks
5(a)	**AO2 Application** 1 mark for APP of a **one** benefit. • The use of break-even analysis in a business -indicates production volume required to cover costs/make profits • Allows informed decisions to be made on: Pricing • Cost management • Production levels • Overall business strategy • Relatively easy to calculate and understand – great for quick estimates. • Used to assist managers in decision making – location, equipment, projects. • The break-even analysis can be used in business plans to support loan applications • Really useful when launching new products or entering new markets **AO3 Analysis** 2 marks for **developed** AN of **one** benefit 1 mark for **limited** AN of **one** benefit • Break-even analysis can give a business an idea of whether the product is likely to be successful by analysing the costs involved and likely revenues. • The level of output for a desired level of profit can be determined • A break-even chart indicates the margin of safety. If the margin of safety is too low the business might reconsider its product(s) • Break even analysis can be used to assist managers when making important decisions such as location decisions, whether to buy new equipment, or invest in a project – so reduces the risk to the business. • A business might see that if a certain level of profit is to be achieved, costs might have to be reduced to make it possible • A change in price might also be indicated. If the desired profit is not achieved, then the price of the product might have to be increased. Accept all valid responses. **The AN marks are recorded in the 5(a) AO3 box**	

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Question	Answer	Marks
5(b)	**Evaluate whether cash flow forecasting is the most important activity for the success of a fashion clothing manufacturer** There are 12 marks for **Q5(b)** 2 marks for K 2 marks for APP 2 marks for AN 6 marks for EVAL **Indicative content** Responses may include: **AO1 Knowledge and understanding** 2 marks for **developed** knowledge and understanding L2 K 1 mark for **limited** knowledge and understanding L1 K • Cash flow forecasting-the process of obtaining an estimate/forecast of a business's future cash position – anticipated payments and receivables in a given period of time • Clothing manufacturers convert raw materials into finished garments • Success may be measured in terms of quality of clothing, customer satisfaction, level of clothes purchased, reputation established, health of financial position, level of profit, amount of time in business.	**12**

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Question	Answer	Marks
5(b)	**AO2 Application/Context** 2 marks for **developed** application/context L2 APP 1 mark for **limited** application/context L1 APP • Success of a fashion clothing manufacturer very much concerned with following/creating the latest trends, fashions/fads in clothing, keeping pace with the latest fashion house changes in a range of different clothing items. • Fashion clothing manufacturers produce a variety of clothes such as trousers, skirts, dresses, jumpers, T-shirts. casual wear, evening wear, summer ware etc • Use different materials-cotton, wool, leather • Creativity/innovation in clothing design work **AO3 Analysis** 2 marks for **developed** analysis L2 AN 1 mark for **limited** analysis L1 AN • A CFF can provide an early warning system for a business – future shortfalls in cash balances – allows a business to take informed business decisions, such as overdraft provision or short-term loan • If a business runs out of cash, it may face insolvency. A CFF can indicate the correct time to take action. • CFF enables a business to track expected cash movements over a period of time in the future – provides a degree of certainty in possible turbulent times – allows well planned decisions to be made • CFF is a strategic tool for a new business – gives information for development of plans for survival and growth • A cash flow forecast may be useful for external stakeholders – such as banks, may want to look at CFF at regular intervals in order to support a business plan.	

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>5(b)</td><td>
AO4 Evaluation
AO4 Evaluation: Up to 6 marks for evaluation:
<table>
<tr><td>Developed/Supported judgement in context</td><td>L3 EVAL</td><td>6 marks</td></tr>
<tr><td>Developed/Reasonable evaluative comments in context</td><td>L3 EVAL</td><td>5 marks</td></tr>
<tr><td>Developed/Supported judgement without context</td><td>L2 EVAL</td><td>4 marks</td></tr>
<tr><td>Developed/Reasonable evaluative comments without context</td><td>L2 EVAL</td><td>3 marks</td></tr>
<tr><td>Limited supported judgement</td><td>L1 EVAL</td><td>2 marks</td></tr>
<tr><td>An attempt to balance the arguments/Weak attempt at evaluative comments</td><td>L1 EVAL</td><td>1 mark</td></tr>
</table>
A judgement/conclusion is made as to the importance of cash flow forecasting for the success of a new restaurant. Such judgements/conclusions may be made at any point in the essay, not only in a concluding section.
• A judgement is made as to whether activities other than CFF could/should be considered as important or more important in affecting a new clothing manufacturer’s ability to succeed.
• A judgement is made as to what is meant by success and when to take the measure
• Alternative measures of success are judged to be – perception of the quality of the clothes – brand image – desirability of clothes – strength/weakness of the economy – ability to react to changes in trends – retailer/supplier relationships
• A judgement is made regarding the significance of cash control and CFF for a new clothing manufacturer in relation to other factors.
• Is CFF as important as market research or monitoring trends and fashions in clothing?

Accept all valid responses.

NOTE: The marks for 5(b) are recorded in the mark input column on the right-hand side of the screen.

K marks are entered in the 5b AO1 box
APP marks are entered in the 5b AO2 box
AN marks are entered in the 5b AO3 box
EVAL marks are entered in the 5b AO4 box
</td><td></td></tr>
</table>

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Question	Answer	Marks
6(a)	**Analyse <u>two</u> advantages to a business of making ethical decisions.** There are 8 marks in total for Q6(a) 4 marks for each advantage given. These 4 marks consist of 1 mark for K 1 mark for APP 2 marks for AN **Indicative content** Responses may include: **AO1 Knowledge and understanding** 1 mark for K identifying **one** advantage • Enhanced business reputation • Increased employee morale • Improved customer trust/loyalty • Mitigate legal risks/pressure group criticism • Positive social impact • May give competitive advantage • Ensures long term sustainability • Ensures business success • Attracts more investors • Government support • Higher sales • Attracts employees • Reduce costs • Reduce conflict between employees	**8**

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Question	Answer	Marks
6(a)	**AO2 Application** 1 mark for APP of the chosen way. Repeat this for the chosen advantage • Paying fair/living wages – not employ child labour • Committing to sustainability – reduce carbon footprint, recycle, energy efficiency • Using Fairtrade suppliers – pay fair price for goods • Reducing workforce without layoffs – through consultation with unions • Reduce pollution – use more eco-friendly machines • Limit advertising to children/parents – 'pester power' • Not take bribes – written into code of conduct • Investors feel that their money is being used in a responsible way **AO3 Analysis** 2 marks for **developed** analysis of the chosen analysis L2 AN 1 mark for **limited** analysis of the chosen analysis L1 AN • Can lead to good publicity and brand image/usp – customers may become loyal • Attract ethical customers – a potentially increasing customer base in today's market • Ethical businesses are more likely to be awarded government contracts – increase revenue • Well qualified staff may be attracted to work for businesses who are the most ethical – competitive advantage. • Fosters a culture of fairness and respect within the business – help reduce labour turnover and increase efficiency. • Improves the public image of the business – people want to work there, customers want to purchase goods, investment • Improves the bottom line of the business – loyal customers – increased profits • Appeals to shareholders as there is a growing number of ethical investors – greater investment Accept all valid responses.	

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Question	Answer	Marks
6(b)	**'Employees are the most important stakeholder group in a primary sector oil and gas business.'** **Evaluate this view.** There are 12 marks for Q6(b) 2 marks for K 2 marks for APP 2 marks for AN 6 marks for EVAL **Indicative content** Responses may include: **AO1 Knowledge and understanding** 2 marks for **developed** knowledge and understanding L2 K 1 mark for **limited** knowledge and understanding L1 K • Stakeholders are persons who have an interest in/are affected by a business, such as owners, shareholders, customers, suppliers, employees, local communities, government, special interest groups • Primary sector oil and gas businesses exist in the energy sector and often span many countries with huge revenues and profits. • They engage in the exploration and extraction of oil and gas.	**12**

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Question	Answer	Marks
6(b)	**AO2 Application** 2 marks for **developed** application/context L2 APP 1 mark for **limited** application/context L1 APP • Employees are important as they provide skilled labour and without them the business would not be able to operate and make profits. • Employees ensure new sites are found, oil and gas is extracted efficiently and safely. • Primary sector oil and gas industries can be dangerous and risky- health and safety policies needed to protect employees • Oil and gas sector produce energy services to power vehicles, heat homes and manufacture steel • Sold to petrol/gas stations **AO3 Analysis** 2 marks for **developed** analysis L2 AN 1 mark for **limited** analysis L1 AN • If the workforce is unhappy about a change in work practices though it might reduce costs in the short run, it may be detrimental if a demotivated workforce affects the quality of production. • If there is strong trade union membership then strike action may occur if demands are not met – this would affect image, stop production, delay deliveries. • Good relationships with employees would improve morale and motivate – lead to improved productivity and lower staff turnover • Skilled employees ensure that the business is able to locate and extract the raw materials (oil) thus ensuring sales revenue and profits.	

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Question	Answer	Marks
6(b)	**AO4 Evaluation: Up to 6 marks for evaluation:**	

Developed/Supported judgement in context	L3 EVAL	6 marks
Developed/Reasonable evaluative comments in context	L3 EVAL	5 marks
Developed/Supported judgement without context	L2 EVAL	4 marks
Developed/Reasonable evaluative comments without context	L2 EVAL	3 marks
Limited supported judgement	L1 EVAL	2 marks
An attempt to balance the arguments/Weak attempt at evaluative comments	L1 EVAL	1 mark

A judgement/conclusion is made as to the view that the main reason for new business failure is the pursuit of growth too quickly. Such judgements/conclusions may be made at any point in the essay, not just in a concluding section.

- A judgement is made that there are a number of factors that impact on the importance of employees as stakeholders such as how strong trade unions are, how skilled they are and how easy it is to find new employees.
- If employees are easy to recruit i.e. unemployment is high, then employee's importance might not be too significant.
- Business might place more importance on keeping shareholders happy with dividends.
- A judgement is made that most businesses need to balance the needs of all stakeholders for a successful business especially a business as large and complex as those in the oil and gas primary sector.
- A judgement is made that in the modern era local communities are more willing to protest if their local community will potentially be polluted and the resulting negative impact in the news. This however may depend on which country the business is operating in.
- A judgement is made that pressure groups are becoming more visible and any business would be foolish not to take them seriously as the impact on brand image and the ability to operate can be significant especially in light of global warming.
- A judgement is made to that very often compromises need to be made in business with negotiations occurring with all stakeholder groups.
- How important are other stakeholders such as shareholders, local communities, suppliers, governments?

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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