

# **Business Studies**

Advanced Subsidiary GCE

Unit **F292**: Business Functions

## **Mark Scheme for January 2011**

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## Section A

Question		Expected Answers	Mks	Rationale
1	(a)	<p><b>State two ways in which a firm could segment its market.</b> One mark for each of the correct responses. Suggested responses:</p> <ul style="list-style-type: none"> <li>• geographic</li> <li>• age</li> <li>• gender or sex</li> <li>• social class</li> <li>• education</li> <li>• income or wealth</li> <li>• religion</li> <li>• ethnic grouping</li> <li>• neighbourhood (eg ACORN)</li> </ul>	[2]	Some methods of segmentation are examples of those listed, for example, newspaper readership is an example of social class. Do NOT reward separately.
	(b)	<p><b>Land is one item listed under the heading of fixed assets on a balance sheet. Identify two other fixed assets.</b> One mark for each of the correct responses. Suggested responses:</p> <ul style="list-style-type: none"> <li>• premises or buildings</li> <li>• equipment (plant)</li> <li>• vehicles</li> <li>• machinery</li> <li>• fixtures (fittings)</li> <li>• goodwill (intangible assets) etc.</li> </ul>	[2]	<p>Accept other recognisable names for fixed assets, but <b>ensure that the two are different</b></p> <p>Accept specific examples of fixed assets</p> <p>Do not accept examples of land</p>

Question	Expected Answers	Mks	Rationale
(c)	<p><b>Define the term 'quality assurance'</b> Up to two marks.</p> <p>Where quality checking and monitoring is carried out during the production process, rather than just checking it at the end. It usually means every employee is responsible for quality.</p> <p>2 marks – a clear knowledge of what the term means, focusing on the continual checking of quality throughout the production process. 1 mark – a general idea about improving/maintaining quality.</p>	<b>[2]</b>	Only a definition is needed, it is not necessary to provide an explanation.

Question	Expected Answers	Mks	Rationale
(d)	<p><b>A business sells computer monitors. Its 57cm LCD monitors normally sell at a price of £150. During a marketing promotion, the price is lowered to £120 and demand per week increases from 60 to 75 monitors.</b></p> <p><b>Calculate the price elasticity of demand for these monitors.</b></p> $\text{PED} = \frac{\text{Percentage change in demand}}{\text{Percentage change in price}} \quad (1)$ $= \frac{(15/60)*100}{(-)30/150*100} = \frac{25\%}{(-)20\%} \quad (1)$ $= (-) \underline{1.25} \quad (1)$ <p style="text-align: right;"><b>OFR</b></p> <p>[An answer of 1.25 with no working = full marks].</p> <p><u>Alternative Method</u></p> $\text{PED} = \frac{\text{Original price}}{\text{Original quantity}} \times \frac{\text{Change in quantity}}{\text{Change in price}} \quad (1)$ $= \frac{150}{60} \times \frac{15}{(-) 30} \quad (2)$ $= (-) \underline{1.25} \quad (1)$	[4]	<p>A candidate who gets the formula upside down and so has an answer of 0.8 scores three marks</p> <p>A candidate who calculates both percentage changes wrongly but then correctly puts them into the formula will score two marks (one for the formula and one for the OFR at the end)</p> <p>The answer should not be expressed in any units</p> <p>Ignore the minus sign.</p>

Question	Expected Answers	Mks	Rationale						
(e)	<p><b>Explain two disadvantages to a business of having a flat organisational structure.</b> Suggested responses:</p> <ul style="list-style-type: none"> <li>• the span of control will be larger that may increase the workload of the managers.</li> <li>• supervision of staff may be difficult due to the numbers involved.</li> <li>• few levels of management will reduce the promotional opportunities for staff.</li> <li>• communication across teams may be unwieldy due to the numbers involved.</li> </ul> <table border="1" data-bbox="387 651 1117 794"> <tr> <td><b>Level 2</b></td> <td>Some understanding shown of the disadvantage(s) of a flat structure.</td> <td><b>(4-3)</b></td> </tr> <tr> <td><b>Level 1</b></td> <td>One or two disadvantages identified/stated.</td> <td><b>(2-1)</b></td> </tr> </table>	<b>Level 2</b>	Some understanding shown of the disadvantage(s) of a flat structure.	<b>(4-3)</b>	<b>Level 1</b>	One or two disadvantages identified/stated.	<b>(2-1)</b>	[4]	<p>Ensure that the two disadvantages are different.</p> <p>One disadvantage stated = 1 mark Two disadvantages stated = 2 marks One disadvantage explained = 3 marks Two disadvantages explained = 4 marks</p>
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(f)	<p><b>Outline two costs to a firm of holding stock.</b> Suggested responses:</p> <ul style="list-style-type: none"> <li>• opportunity cost – capital tied up in stock earns no reward and cannot be used for other purposes</li> <li>• storage costs – the physical costs of storage, labour, heat &amp; lighting. Some products may need special storage conditions.</li> <li>• spoilage costs – perishable or fashionable stocks will deteriorate over time and so become worthless.</li> <li>• administrative and financial costs – the cost of placing &amp; processing orders as well as handling costs.</li> </ul> <table border="1" data-bbox="387 722 1117 863"> <tr> <td data-bbox="387 722 521 791"><b>Level 2</b></td> <td data-bbox="521 722 1005 791">Some understanding shown of the costs of holding stock.</td> <td data-bbox="1005 722 1117 791"><b>(4-3)</b></td> </tr> <tr> <td data-bbox="387 791 521 863"><b>Level 1</b></td> <td data-bbox="521 791 1005 863">One or two costs of holding stock named.</td> <td data-bbox="1005 791 1117 863"><b>(2-1)</b></td> </tr> </table>	<b>Level 2</b>	Some understanding shown of the costs of holding stock.	<b>(4-3)</b>	<b>Level 1</b>	One or two costs of holding stock named.	<b>(2-1)</b>	<p>[4]</p>	<p>Ensure that the two costs are different.</p> <p>Insurance costs may be listed a separate cost to storage.</p> <p>One disadvantage stated = 1 mark Two disadvantages stated = 2 marks One disadvantage outlined = 3 marks Two disadvantages outlined = 4 marks</p>
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<b>Section A Total</b>		<b>[18]</b>							

## Section B

Question	Expected Answers	Mks	Rationale
2	(a)	<p><b>STL has now received a confirmed order for its three fudge products from the largest supermarket chain. It wants 500,000 boxes of each of the three flavoured fudge products and will pay STL a fixed price of £0.94 for each box. Calculate the total contribution of this order.</b></p> <p>Contribution = Additional revenue – additional costs (1)</p> <p>Additional revenue = 3 * (500,000 * £0.94)</p> <p style="padding-left: 100px;">= £1,410,000 (1)</p> <p>Additional costs = (£1.00 * 500,000) + 2(£0.90 * 500,000)</p> <p style="padding-left: 100px;">= £1,400,000 (1)</p> <p>Contribution = £10,000 (1)</p> <p><u>Alternative Method</u></p> <p>Contribution = (Price – unit direct costs) * Output (1)</p> <p style="padding-left: 100px;">= (£0.94 - £0.90) * 1,000,000</p> <p style="padding-left: 100px;">+ (£0.94 - £1.00) * 500,000</p> <p style="padding-left: 100px;">= £40,000 + -£30,000 (2)</p> <p style="padding-left: 100px;">= £10,000 (1)</p> <p style="text-align: right;">Maximum 4 marks</p>	<p>Evidence of calculation of unit contribution for all three products – 1 mark</p> <p>Evidence of the total contribution for any one of the three products – 3 marks</p> <p>An answer of £10,000 with no working gains full marks.</p>
		<b>[4]</b>	

Question	Expected Answers	Mks	Rationale
(b)	<p><b>With reference to both quantitative and qualitative data, assess whether STL should accept this order from the largest supermarket chain. Justify your decision.</b></p> <p style="text-align: right;"><b>OFR</b></p> <p>From the calculation in part (a) it can be seen that this order will only provide a small contribution of £10,000 which may end up being a smaller addition to profit due to any additional overheads. However, the order does add to revenue at STL which would be important according to John's comment about these products being a significant cash generator. There are, however, other factors to consider when making the decision:</p> <ul style="list-style-type: none"> <li>• the supermarket has said it may come back for more orders in the near future. These may be at a higher price so that more contribution can be made and they may be for the other products listed in Table 1, most of which have a higher unit contribution.</li> <li>• increased availability in the supermarket may lead to even greater interest in STL's products at other distribution venues, where STL can obtain a larger mark-up on cost.</li> </ul> <p>A good answer should also consider one or more negative consequences of STL accepting this order:</p> <ul style="list-style-type: none"> <li>• will STL have to forgo its locally sourced ingredients policy as demand increases?</li> <li>• will the supermarket put pressure on STL to change the product?</li> <li>• supermarkets have a reputation of being slow payers so that STL's cashflow will not actually be helped by this order</li> </ul>		

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	<ul style="list-style-type: none"> <li>• will STL be turned into a mass producer so that it loses its fundamental USP of hand-produced premium products?</li> <li>• what will be the impact on the workers of the increased levels of production? There may be consequences on the management and motivation of the staff, given the concerns raised about Belinda's leadership abilities.</li> </ul> <p><b>OFR</b></p> <table border="1" data-bbox="387 480 1117 1062"> <tbody> <tr> <td data-bbox="387 480 524 683"><b>Level 4</b></td> <td data-bbox="524 480 1005 683">Some evaluation shown by <b>supporting any judgement made</b> about whether STL should accept this order or not. <b>(A maximum of 14 marks if only quantitative or qualitative data is used.)</b></td> <td data-bbox="1005 480 1117 683"><b>(16-12)</b></td> </tr> <tr> <td data-bbox="387 683 524 820"><b>Level 3</b></td> <td data-bbox="524 683 1005 820">Some analysis of the implications of accepting or not accepting this order, with specific reference to the context facing STL.</td> <td data-bbox="1005 683 1117 820"><b>(11-7)</b></td> </tr> <tr> <td data-bbox="387 820 524 957"><b>Level 2</b></td> <td data-bbox="524 820 1005 957">Some understanding shown of the consequences of accepting or not accepting this order, in general terms.</td> <td data-bbox="1005 820 1117 957"><b>(6-3)</b></td> </tr> <tr> <td data-bbox="387 957 524 1062"><b>Level 1</b></td> <td data-bbox="524 957 1005 1062">Some unsupported statements about accepting or not accepting this order.</td> <td data-bbox="1005 957 1117 1062"><b>(2-1)</b></td> </tr> </tbody> </table> <p>Level 4 answers will weigh up the relevant arguments involved and come to a reasoned and justified decision.</p>	<b>Level 4</b>	Some evaluation shown by <b>supporting any judgement made</b> about whether STL should accept this order or not. <b>(A maximum of 14 marks if only quantitative or qualitative data is used.)</b>	<b>(16-12)</b>	<b>Level 3</b>	Some analysis of the implications of accepting or not accepting this order, with specific reference to the context facing STL.	<b>(11-7)</b>	<b>Level 2</b>	Some understanding shown of the consequences of accepting or not accepting this order, in general terms.	<b>(6-3)</b>	<b>Level 1</b>	Some unsupported statements about accepting or not accepting this order.	<b>(2-1)</b>	<b>[16]</b>	
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3	<p><b>Discuss the benefits to STL of using marketing techniques such as the Boston Matrix and the product life cycle to make decisions about its product portfolio.</b></p> <p>The Boston Matrix and the product life cycle are tools to help a business assess its range of products. The business can assess whether it has a balanced portfolio and whether it has sufficient profit makers and revenue generators both now and in the future. It would appear that STL's four product ranges fit neatly into the four Boston Matrix categories:</p> <ul style="list-style-type: none"> <li>• star products such as the boxed fudge are already profitable and the high potential for growth will mean it will become more significant in the future. They are the cash cows of the future. However, STL needs to recognise that 'Stars' are quite expensive as they need constant investment, either to achieve or maintain the expected growth. In STL's case this may mean more investment in production and staff as well as marketing. Can STL afford this?</li> <li>• the hand-iced biscuits are potential cash cows. These revenue earners ultimately pay for the necessary investment in the rest of the business. John is suggesting that costs need reducing to achieve this. However, by recognising them as cash cows Belinda needs to be careful not to destroy their revenue generating nature. Substantially changing their characteristics, as suggested by Eve, may be a dangerous path to follow</li> <li>• according to Boston Matrix, 'dogs' should be dropped from the product range, particularly if they are not profitable. Belinda may find this difficult due to the emotional attachment to one of her original products</li> </ul>		

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	<ul style="list-style-type: none"> <li>• the Chocolate Club is a good example of a problem child. There is lots of potential in these products but they will need lots of investment but may turn into anything in the future, including dogs.</li> </ul> <p>From the point of view of the product life cycle, STL does seem to have a good balance of products at each stage of the cycle. Using this approach, John can ensure that STL does not have to over commit investment to too many products at any one time, although this will need a detached viewpoint.</p> <p>Candidates could argue that STL has managed to get itself into a balanced portfolio without the use of portfolio planning, so it is pointless to use it now. Alternatively, it could be argued that as the company has now reached the size it is, then it will need to be much more scientific in its approach.</p> <p>Another good argument is that Belinda still runs this business like a little sole trader and so she would not be receptive to John's suggestions.</p>		

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4	<p><b>Eve has suggested producing the hand-iced biscuits using a flow production method instead of batch production (lines 74-80). Evaluate factors which should be considered before a decision is made to change the method of production.</b></p> <p>There are plenty of contextual issues which candidates can choose to consider:</p> <ul style="list-style-type: none"> <li>• the hand-iced biscuits are a premium product. Is it appropriate that they are produced using mass methods? Will it affect their fundamental USP (as implied by John)? The variations in colour and design are currently seen to add to their charm</li> <li>• mass production methods are typically thought of as using less natural ingredients and more preservatives (due to the methods used). Will the use of artificial ingredients affect the sales of this product?</li> <li>• many of the workers have been with the business for a long time. They are unlikely to be happy about the mechanisation of their jobs. In fact, it may lead to a loss of jobs, especially in the short-run</li> <li>• if flow production is not used the forecast is that the product will no longer be profitable in the future. It is unlikely that a company of STL's size can persevere with a loss making product</li> <li>• it will be possible for STL to benefit from economies of scale if flow production is introduced, as long as there is sufficient demand for this product</li> <li>• Belinda appears to be fundamentally opposed to the idea as STL becoming a mass producer goes against her wishes.</li> </ul>		<p>This question is <b>not</b> asking for a decision and one is <b>not</b> necessary to achieve Level 4.</p> <p>It may be that some candidates do end up making a decision, which can be rewarded at Level 4, <b>as long as</b> it follows on from a good discussion of the factors to consider and is justified.</p>

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	<p>A good answer will recognise that there are competing arguments and some are more important than others, either because of the situation that STL is in, its objectives or, possibly most importantly, Belinda's wishes.</p> <table border="1" data-bbox="389 408 1117 855"> <tbody> <tr> <td data-bbox="389 408 524 576"><b>Level 4</b></td> <td data-bbox="524 408 1005 576">Some evaluation shown by prioritising the factors that need to be considered and/or making a justified judgment about the importance of factors for STL.</td> <td data-bbox="1005 408 1117 576"><b>(16-12)</b></td> </tr> <tr> <td data-bbox="389 576 524 679"><b>Level 3</b></td> <td data-bbox="524 576 1005 679">Some analysis of the factors which STL should consider when choosing production methods.</td> <td data-bbox="1005 576 1117 679"><b>(11-7)</b></td> </tr> <tr> <td data-bbox="389 679 524 783"><b>Level 2</b></td> <td data-bbox="524 679 1005 783">Some understanding shown of factors which can affect the choice of production methods.</td> <td data-bbox="1005 679 1117 783"><b>(6-3)</b></td> </tr> <tr> <td data-bbox="389 783 524 855"><b>Level 1</b></td> <td data-bbox="524 783 1005 855">Some knowledge of production methods.</td> <td data-bbox="1005 783 1117 855"><b>(2-1)</b></td> </tr> </tbody> </table>	<b>Level 4</b>	Some evaluation shown by prioritising the factors that need to be considered and/or making a justified judgment about the importance of factors for STL.	<b>(16-12)</b>	<b>Level 3</b>	Some analysis of the factors which STL should consider when choosing production methods.	<b>(11-7)</b>	<b>Level 2</b>	Some understanding shown of factors which can affect the choice of production methods.	<b>(6-3)</b>	<b>Level 1</b>	Some knowledge of production methods.	<b>(2-1)</b>	<b>[16]</b>	
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5	<p><b>Evaluate the changes to Belinda’s leadership style that may be necessary as STL continues to grow.</b></p> <p>Although Belinda thinks of herself as an empowering democratic leader, it does not appear that her employees think the same. It appears that Belinda is still in a small firm/sole trader mindset. She does not appear to have accepted her role as a leader of many people.</p> <p>There are some interesting issues raised in the context:</p> <ul style="list-style-type: none"> <li>• Belinda still regards the business as ‘hers’. Although it appears she is still the main owner she now has a range of stakeholders which she has to keep ‘happy’. In her exchanges with Eve and John she constantly refers to it as HER business. This does not encourage a culture of empowerment in the workplace</li> <li>• Belinda does appear to be concerned about her workers but is not helping by showing uncertainty to managers and shop floor workers. She seems to be looking for a compromise so that everyone is happy. This is not usually possible in real life</li> <li>• she appears to be seen as a mixture between an autocratic and laissez-faire leader. This may appear contradictory but it appears to depend on what she is doing. Examples include her checking of all output before it leaves the factory and the image presented in reception (autocratic tendencies) and the vagueness of discussions with staff and absence when it matters (indicative of a laissez-faire approach).</li> </ul> <p>Belinda also appears to have a Theory Y view of workers which may not always be the case in this line of factory work. It may be true of the original workers but may be not true of the newer recruits.</p>		

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	<p>Belinda will clearly need to understand and accept that she is now the figurehead of a large business and she needs to behave accordingly.</p> <p>Especially with the continued growth she needs to let her managers manage, but be there to make a final decision, in the best interests of the business. Sometimes this will mean being autocratic and other times democratic. A good leader uses the right style in the right situation.</p> <p>Better answers may conclude that Belinda cannot change and maybe she should sell the business and retire to Gran Canaria. However, to be awarded a Level 4 mark this would need to come at the end of a discussion about some of the issues mentioned above.</p> <p style="text-align: right;"><b>ARA</b></p> <table border="1" data-bbox="365 815 1144 1289"> <tr> <td data-bbox="365 815 506 1289"><b>Level 4</b></td> <td data-bbox="506 815 1032 1289"> <p>Some evaluation shown by weighing up the likely success or necessity of changes to Belinda's style of leadership.</p> <p>Complex ideas have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p> </td> <td data-bbox="1032 815 1144 1289"><b>(20-15)</b></td> </tr> </table>	<b>Level 4</b>	<p>Some evaluation shown by weighing up the likely success or necessity of changes to Belinda's style of leadership.</p> <p>Complex ideas have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p>	<b>(20-15)</b>		<p>Poor QWC cannot prevent a candidate from accessing any level, but within any individual level QWC can affect the final mark given. This needs to be made clear in the annotation at the end of the question.</p>
<b>Level 4</b>	<p>Some evaluation shown by weighing up the likely success or necessity of changes to Belinda's style of leadership.</p> <p>Complex ideas have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p>	<b>(20-15)</b>				

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	<table border="1"> <tr> <td data-bbox="371 272 501 746"><b>Level 3</b></td> <td data-bbox="508 272 1032 746"> <p>Some analysis of the changes which Belinda may or may not need to make to her leadership style with reference to the impact on the business, now or in the future.</p> <p>Relatively straight forward ideas have been expressed with some clarity and fluency. Arguments are generally relevant, though may stray from the point of the question. There will be some errors of spelling, punctuation and grammar, but these are unlikely to be intrusive or obscure meaning.</p> </td> <td data-bbox="1039 272 1144 746"><b>(14-9)</b></td> </tr> <tr> <td data-bbox="371 751 501 1086"><b>Level 2</b></td> <td data-bbox="508 751 1032 1086"> <p>Some understanding shown of leadership styles and / or changes which Belinda could make.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p> </td> <td data-bbox="1039 751 1144 1086"><b>(8-4)</b></td> </tr> <tr> <td data-bbox="371 1091 501 1326"><b>Level 1</b></td> <td data-bbox="508 1091 1032 1326"> <p>Some knowledge of leadership styles.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p> </td> <td data-bbox="1039 1091 1144 1326"><b>(3-1)</b></td> </tr> </table>	<b>Level 3</b>	<p>Some analysis of the changes which Belinda may or may not need to make to her leadership style with reference to the impact on the business, now or in the future.</p> <p>Relatively straight forward ideas have been expressed with some clarity and fluency. Arguments are generally relevant, though may stray from the point of the question. There will be some errors of spelling, punctuation and grammar, but these are unlikely to be intrusive or obscure meaning.</p>	<b>(14-9)</b>	<b>Level 2</b>	<p>Some understanding shown of leadership styles and / or changes which Belinda could make.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p>	<b>(8-4)</b>	<b>Level 1</b>	<p>Some knowledge of leadership styles.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p>	<b>(3-1)</b>	[20]	
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