

# Commentary on candidate evidence

The candidate evidence has achieved the following marks for each question of this question paper.

## Question 1

The answer was awarded **6 marks** (out of 6) for this section for

- ◆ suggested that managers would try harder to reduce emissions
- ◆ developed this with lower total emissions
- ◆ suggested that some managers may leave Shell
- ◆ developed this with consequential HR costs
- ◆ gave shareholder satisfaction with the decision
- ◆ gave attracting new ethical investors

The second paragraph did not gain any marks because executive payment is not something about which customers would be aware.

## Question 2

The answer was awarded **7 marks** (out of 8) for this section for

- ◆ identified two correct drivers (in the diagram)
- ◆ identified two correct resistors (in the diagram)
- ◆ identified an asset for change (under the diagram)
- ◆ labelled the diagram correctly and drew arrows of different lengths which pointed inwards towards the equilibrium (in the diagram)
- ◆ suggested there would be a loss of existing investment (resistor)
- ◆ suggested an increase in sales revenue/income (driver)
- ◆ suggested oversupply adversely impact profitability (resistor)

The paragraph about the competitiveness of the electricity market did not gain any marks because it was not sufficiently developed.

## Question 3

The answer was awarded **8 marks** (out of 8) for this section for

- ◆ stated that workers are being exploited financially compared to developed countries (this was a general mark as evidence of this was not given in the case study)
- ◆ developed this with offering only low-skilled/non-managerial work (this was a general mark as evidence of this was not given in the case study)
- ◆ gave oil production improves GDP
- ◆ developed this with improved GDP may increase investment
- ◆ stated that exporting oil improves the BoP
- ◆ developed this with BoP leading to improved economic wealth
- ◆ stated that the government has reduced tax income impacting state services
- ◆ stated that oil spill pollution may prevent land being farmable

A further 2 general marks would have been awarded had the candidate not already reached full marks for this question.

## Question 4

The answer was awarded **7 marks** (out of 8) for this section for

- ◆ discussed improved employee relations/motivation
- ◆ stated that cultural differences to LGBT+ could result in wasted resources
- ◆ stated that attracting skilled LGBT+ workers may improve recruitment
- ◆ discussed the impact of independent organisations, eg Gender Fair, on image/customers (this mark was only awarded due to the example given as it linked diversity to reputation)
- ◆ discussed how improved creativity leads to better decision making
- ◆ stated the benefit of cultural insight/knowledge aiding expansion
- ◆ discussed the challenge of cultural clashes impacting staff relations

The first paragraph did not gain any marks because the challenges of cost and time were not sufficiently developed.

## Question 5

The answer was awarded **4 marks** (out of 6) for this section for

- ◆ linked the VLE to HR being able to offer more training
- ◆ linked robotics to HR having to deal with less injuries at work
- ◆ linked Yammer to HR dealing with less mental health issues
- ◆ linked Yammer to HR dealing with less training requests

The second paragraph did not gain any marks because the impact on the HR department was not sufficiently developed.

The fifth paragraph did not gain any marks because database technology was not directly given in the case study. A general mark allowance was not available to this question.

## Question 6

The answer was awarded **2 marks** (out of 4) for this section for

- ◆ linked the falling ROEE ratio to smaller shareholder dividends
- ◆ linked the loss made to shareholder risk

The first paragraph did not gain any marks because the link between revenue and shareholder dividends is tenuous.

The fourth paragraph did not gain any marks because it detailed nothing of merit.

## Question 7

The answer was awarded **10 marks** (out of 10) for this section for

- ◆ discussed spending on initiatives eg 'Eat Out to Help Out' increased sales revenue
- ◆ stated that reducing corporation tax can increase profit after tax is paid
- ◆ developed this with reinvestment into growing the business
- ◆ stated that reducing VAT can encourage increased sales by lowering the price
- ◆ developed this with maintaining profit margin by not lowering the price
- ◆ stated that reducing income tax increases spending (a further development was not awarded as it repeated point 3)
- ◆ stated that lowering interest rates encourages businesses to borrow
- ◆ developed point 7 with paying less interest can help businesses survive
- ◆ developed point 7 with borrowing by the public can increase spending power
- ◆ developed point 7 with increased discretionary income leading to sales

## Question 8a

The answer was awarded **4 marks** (out of 4) for this section for

- ◆ stated that employees are believed to be lazy and shy from responsibility
- ◆ discussed that Theory X is similar to Taylor's principles of classical management
- ◆ stated that employees are believed to only be motivated by money
- ◆ developed this with offering productivity bonuses can increase output

A further mark would have been awarded had the candidate not already reached full marks for this question.

## Question 8b

The answer was awarded **0 marks** (out of 6) for this section because

- ◆ the candidate did not attempt this question.

## Question 9a

The answer was awarded **4 marks** (out of 4) for this section for

- ◆ stated that team members may prefer other roles/tasks
- ◆ stated that previous conflicts may not been resolved
- ◆ stated that some team members may not do enough work
- ◆ developed this with not working to a high enough standard

A further mark would have been awarded had the candidate not already reached full marks for this question.

## Question 9b

The answer was awarded **5 marks** (out of 6) for this section for

- ◆ stated that hosting team building days can improve team bonding/relationships
- ◆ discussed solving disputes quickly so teams are not hindered later
- ◆ stated that giving employees clear direction of their job/role can avoid arguments
- ◆ stated that setting goals can improve team member motivation
- ◆ suggested removing team members who are problematic

The fourth paragraph did not gain any marks because the candidate did not detail a measure.

## Question 10

The answer was awarded **10 marks** (out of 10) for this section for

- ◆ gave a description of drivers (a general mark was awarded)
- ◆ gave a description of resistors (a general mark was awarded)
- ◆ stated that reducing resistors from a FFA can improve the success of decisions
- ◆ gave a description of assets for change (a general mark was awarded)
- ◆ stated that spending time on a FFA can prevent hasty/poor decision making
- ◆ gave a description of the GC being a visual aid with a 'today line' (a general mark was awarded)
- ◆ stated that a GC can highlight the need for corrective action to be taken
- ◆ gave a description of overlapping/simultaneous activities on a GC (a general mark was awarded)
- ◆ stated that a GC can be used to reduce the overall project time
- ◆ developed this with the cost saving when using hired equipment

The final general mark in the last paragraph was not awarded as there was a general mark allowance of up to 5 marks for this question.