

Commentary on candidate evidence

The candidate evidence has achieved the following marks for each question in Section 2 of the question paper.

Question 7a

Explore the reasons for the increase in trade between UK organisations and China in recent years.

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

- ◆ the shipping of goods costs less (general)
- ◆ flights are cheaper (general)
- ◆ Chinese engineering skills and innovation leads to UK interest in it, with an example
- ◆ the size of the Chinese market, with an example

The following points did not receive a mark:

- ◆ better communication needed more detail
- ◆ ecommerce being easier needed more detail
- ◆ online meetings needed more detail
- ◆ the Chinese minimum wage refers to UK firms operating in China, rather than trading with China

To attain beyond the general mark allowance, candidates should ensure their responses contain specific facts about China.

Question 7b

Describe the challenges facing UK organisations trading with and expanding into China.

The answer was awarded **3 marks** (out of 4) for this section for:

- ◆ stating that Chinese firms can produce cheaply and may conduct price wars (general)
- ◆ stating that there may be environmental concerns about shipping (general)
- ◆ stating that UK firms may be liable to takeover by Chinese firms

The point about negative press was too vague to be awarded a mark.

The final two general marks (on cultural differences and language differences) were not awarded as there was a general mark allowance of up to 2 marks for this question.

To attain beyond the general mark allowance, candidates should ensure their responses contain specific facts about China.

Question 8

Discuss the possible benefits of a multinational organisation expanding its global operations to the:

- **home country**
- **host country**

The answer was awarded **6 marks** (out of 10) for this section for:

- ◆ corporation tax receipts
- ◆ developing tax receipts with potential of increased government spending
- ◆ up-skilling the local workforce
- ◆ reducing local unemployment
- ◆ using a local supply chain
- ◆ an increase in choices for local consumers

The following points did not receive a mark:

- ◆ the first paragraph gives benefits to the multinational organisation rather than benefits to the home country
- ◆ increased visitors and tourists going shopping requires more detail
- ◆ reduced air quality is disadvantage to the host country rather than a benefit

Question 9a

Describe how organisations in the UK could improve gender representation in the workforce.

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

- ◆ firms could positively choose under-represented applicants
- ◆ firms could improve maternity leave provision
- ◆ firms could offer apprenticeships for women
- ◆ firms could run staff training sessions on discrimination

The following points did not receive a mark:

- ◆ improving promotion opportunities for women needs additional detail
- ◆ equal pay and gender-based interview questions are covered by the Equality Act 2010 and are therefore inappropriate here

Question 9b

Discuss the benefits for a multinational organisation of having a diverse workforce.

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

- ◆ fewer potential HR grievances
- ◆ improved reputation and thus increased applicants
- ◆ increased customer numbers
- ◆ winning diversity awards which provide free publicity
- ◆ increased motivation and productivity

The following points did not receive a mark:

- ◆ under-representation causing industrial action does not answer the question
- ◆ investors can only invest in the event of a share issue and therefore this point needs to be developed
- ◆ compliance with the Equality Act is a requirement and therefore not a 'benefit'

Question 10

Describe the activities carried out by a change agent at each of the following stages of Lewin's management of change model:

- **unfreezing**
- **changing**
- **refreezing**

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

Unfreezing

- ◆ building relationships
- ◆ identifying and soothing common fears
- ◆ explaining the benefits of the change
- ◆ gathering resources for the change

Changing

- ◆ offering incentives to embrace change
- ◆ holding meetings with employees
- ◆ offering external counselling

The following points about changing did not receive a mark:

- ◆ reassuring employees about redundancies is a repeat of incentives and meetings
- ◆ breaking down organisational culture is referring to the wrong stage
- ◆ speaking with employees is a repeat of holding meetings

Refreezing

- ◆ giving congratulating employees for changing
- ◆ developing congratulations with reinforcing positive behaviour
- ◆ developing congratulations with making future changes easier to make

The point about trying to reduce reversion to the old ways is not specific enough to be awarded a mark as it does not detail an activity.

A further three marks would have been awarded for introducing sanctions, creating a culture of fear which increases resistance and having a report on the effectiveness of the change, had the candidate not already reached full marks for the question.

A mark would have been given for the definition of a change agent had full marks not already been reached.

Section 2 - 32 out of 40 marks