

OXFORD

INTERNATIONAL
AQA EXAMINATIONS

INTERNATIONAL GCSE **BUSINESS**

9225/1

Paper 1 Influences of Operations and Human Resources on
Business Activity

Mark scheme

November 2022

Version: 1.0 Final



2 2 B Y 9 2 2 5 / 1 / M S

Mark schemes are prepared by the Lead Assessment Writer and considered, together with the relevant questions, by a panel of subject teachers. This mark scheme includes any amendments made at the standardisation events which all associates participate in and is the scheme which was used by them in this examination. The standardisation process ensures that the mark scheme covers the students' responses to questions and that every associate understands and applies it in the same correct way. As preparation for standardisation each associate analyses a number of students' scripts. Alternative answers not already covered by the mark scheme are discussed and legislated for. If, after the standardisation process, associates encounter unusual answers which have not been raised they are required to refer these to the Lead Examiner.

It must be stressed that a mark scheme is a working document, in many cases further developed and expanded on the basis of students' reactions to a particular paper. Assumptions about future mark schemes on the basis of one year's document should be avoided; whilst the guiding principles of assessment remain constant, details will change, depending on the content of a particular examination paper.

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Level of response marking instructions

Level of response mark schemes are broken down into levels, each of which has a descriptor. The descriptor for the level shows the average performance for the level. There are marks in each level.

Before you apply the mark scheme to a student's answer read through the answer and annotate it (as instructed) to show the qualities that are being looked for. You can then apply the mark scheme.

Step 1 Determine a level

Start at the lowest level of the mark scheme and use it as a ladder to see whether the answer meets the descriptor for that level. The descriptor for the level indicates the different qualities that might be seen in the student's answer for that level. If it meets the lowest level then go to the next one and decide if it meets this level, and so on, until you have a match between the level descriptor and the answer. With practice and familiarity you will find that for better answers you will be able to quickly skip through the lower levels of the mark scheme.

When assigning a level you should look at the overall quality of the answer and not look to pick holes in small and specific parts of the answer where the student has not performed quite as well as the rest. If the answer covers different aspects of different levels of the mark scheme you should use a best fit approach for defining the level and then use the variability of the response to help decide the mark within the level, ie if the response is predominantly level 3 with a small amount of level 4 material it would be placed in level 3 but be awarded a mark near the top of the level because of the level 4 content.

Step 2 Determine a mark

Once you have assigned a level you need to decide on the mark. The descriptors on how to allocate marks can help with this. The exemplar materials used during standardisation will help. There will be an answer in the standardising materials which will correspond with each level of the mark scheme. This answer will have been awarded a mark by the Lead Examiner. You can compare the student's answer with the example to determine if it is the same standard, better or worse than the example. You can then use this to allocate a mark for the answer based on the Lead Examiner's mark on the example.

You may well need to read back through the answer as you apply the mark scheme to clarify points and assure yourself that the level and the mark are appropriate.

Indicative content in the mark scheme is provided as a guide for examiners. It is not intended to be exhaustive and you must credit other valid points. Students do not have to cover all of the points mentioned in the Indicative content to reach the highest level of the mark scheme.

An answer which contains nothing of relevance to the question must be awarded no marks.

Marking guidance

- Read the response as a whole; follow the flow of reasoning as a whole.
- Remember that the indicative content provides possible lines of argument but there may be others that are equally valid. Be willing to credit other lines of argument.
- Annotate the script as you read using the annotations for application, analysis and evaluation shown below.
- Refer back to the standardisation scripts and guidance to help you benchmark. Marking must be in line with the standard agreed at standardisation. Refer back to standardisation scripts regularly.
- Summarise your findings briefly at the end of the response. This will help you decide on the overall level and is helpful for others to understand the mark given. Make sure the comments fit with the level awarded.
- Within your comment put the level awarded, eg L4, and any further explanation of that decision needed most commonly where performance has varied across the answer.
- If in doubt about an approach contact your Team Leader, so that we can ensure we have a standardised approach across all marking.
- Be positive in your marking. Look to reward what is there.

Standard annotations:

Annotation	Skill being evidenced
Uses context	AO2 – application to context
Analysed in depth	AO3 – analysis
Partial analysis	
Simplistic analysis	
Evaluation fully justified	AO4 – evaluation
Evaluation with some justification	
Evaluation with limited justification	
Evaluation with no justification	

Section A

Total for this section: 15 marks

Question	Part	Marking guidance	Total marks
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01		Which one of the following is a benefit of using Just in Time (JIT)? Answer: D (Reduced need for storage space)	1 AO1=1
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Question	Part	Marking guidance	Total marks
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02		Which factor of production could be described as 'the owner's determination and willingness to take a risk'? Answer: B (Enterprise)	1 AO1=1
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Question	Part	Marking guidance	Total marks
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03		Which production process involves producing one item at a time for a customer's specific requirements? Answer: D (Job)	1 AO1=1
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Question	Part	Marking guidance	Total marks
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04		The ability of a supplier to deliver the right quantities at the right time is called: Answer: D (Reliability)	1 AO1=1
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Question	Part	Marking guidance	Total marks
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05		Which one of the following costs of running a fast food restaurant is a fixed cost? Answer: A (Advertising)	1 AO1=1
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Question	Part	Marking guidance	Total marks
06		Explain one reason why businesses have organisational structures. One mark for reason, the second mark for adding some valid detail to the explanation. Possible answers include: • to clarify communication channels • to allocate responsibilities • to clarify authority • to ensure all major jobs are covered. Specimen response: An organisational structure helps communication (1) because it shows channels through which messages should pass vertically (1).	2 AO1=2

Question	Part	Marking guidance	Total marks
07		Explain one benefit to shareholders of limited liability. One mark for a benefit, the second mark for adding some valid detail to the explanation. Possible answers include: • reduces the possible liability for business debt • reduces risk involved in investing. Specimen response: Shareholders can only lose the money invested in the business, (1) their personal assets are safe even if the business cannot cover all its debts (1).	2 AO1=2

Question	Part	Marking guidance	Total marks
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08		State two stakeholders for a business. One mark for each valid response. Possible answers include: • employees • owners/shareholders • customers • suppliers • local community • lenders • government.	2 AO1=2
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Question	Part	Marking guidance	Total marks
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09		Explain two reasons why businesses set objectives. One mark for a reason, second mark for adding some valid detail to the explanation (apply twice). Possible answers include: • allows performance to be judged • co-ordinates different parts of the business • gives a clear sense of direction • can be motivating. Specimen response: Objectives allow performance to be measured (1) by seeing whether the objective was achieved in the given time frame (1).	4 AO1=4
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Section B

Total for this section: 39 marks

Question	Part	Marking guidance	Total marks
10	1	Use Item A to explain one reason Tuneer had for starting his own business. 1 mark for identifying a reason why Tuneer started his own business, 1 mark for valid explanation with some relevance to context, 1 mark for clear reference to context. Possible answers include: • currently unemployed • wants to be his own boss • spotted a gap in the market • help to reduce electronic waste. Specimen response: Tuneer has started his own business because he wants to be his own boss (1). Owning a business will allow him to make all the decisions (1) which he will enjoy as the item states he was tired of being told what to do by his old boss (1).	3 AO1=1 AO2=2

Question	Part	Marking guidance	Total marks
10	2	Analyse one reason why Tuneer chose to focus on providing excellent customer service. Possible answers include: • increased customer satisfaction • customer loyalty • ability to charge a premium price • unique selling point. Specimen response: Tuneer has chosen to offer excellent customer service as it gives his business a unique selling point – something his business does which none of his rivals offer (L1). This means that he will find it easier to compete with other established electronic repair businesses because customers looking for the best customer service will recognise that Tuneer's business is the one that is right for them (L2). This will help Tuneer's chances of success as he launches a new business into a market that is likely to contain other electronic repair services – it differentiates him from rivals and may help him to build a customer base (L3).	6 AO2=2 AO3=4

Examiners are reminded that AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives. Due to the greater number of marks available for AO3, answers at level 3 will have a greater depth of analysis (AO3) but may show similar levels of application of knowledge and understanding (AO2) to a level 2 answer.

Level	Marks	Descriptor
3	5–6 AO3x2	Detailed analysis of topics based on the context - Business areas are analysed in depth. - Applies knowledge and understanding to the context sufficiently, throughout the answer.
2	3–4 AO3 AO2	Sound analysis of topics based on the context - Business areas are partially analysed. - Applies knowledge and understanding to the context sufficiently, in most areas.
1	1–2 AO3 AO2	Basic analysis of topics based on the context - Analysis of business areas is simplistic. - Knowledge and understanding is applied to the context, but may be fragmented.
0	0	Nothing worthy of credit.

Question	Part	Marking guidance	Total marks
10	3	Calculate the number of repairs per week needed to cover the cost of employing the worker. Show your calculations. Amount contributed from each repair towards cost of worker: $30 - 10 = 20$ (1 mark) Cost of worker / contribution from each repair (1 mark) OFR applies $800 / 20 = 40$ repairs (1 mark)	3 AO1=1 AO2=2

Question	Part	Marking guidance	Total marks
10	4	Explain one disadvantage of Tuneer using an interview as part of the recruitment process. 1 mark for identifying a disadvantage, 1 mark for a valid explanation with some relevance to context, 1 mark for clear reference to context. Possible answers include: • time-consuming method for Tuneer to use • personality may be prioritised over competence • scope for interviewer bias. Specimen response: Conducting interviews may take a long time (1) because Tuneer will need to spend time asking questions of each candidate he interviews (1). This can be a particular problem as the opportunity cost is Tuneer being unable to visit customers or carry out repairs (1).	3 AO1=1 AO2=2

Question	Part	Marking guidance	Total marks
10	5	Identify and explain two factors Tuneer should consider when selecting a location for the new store. 1 mark for identifying a factor, 1 mark for some valid explanation with some relevance to context, 1 mark for clear reference to context (apply twice). Possible answers include: • proximity to the market • availability of labour • competition • costs • government influence. Specimen response: Tuneer would consider the cost of the location (1). Popular areas may mean higher costs for rent (1). As a small business he may not have enough funding to afford the most expensive locations (1).	6 AO1=2 AO2=4

Question	Part	Marking guidance	Total marks
10	6	Identify and explain one economy of scale and one diseconomy of scale that Tuneer's business may experience if it expands. 1 mark for identifying an economy/diseconomy, 1 mark for some valid explanation, 1 mark for clear reference to context (apply twice). Possible answers include: Economies of scale: • technical • purchasing • financial • specialisation. Diseconomies of scale: • co-ordination • communication • motivation. Specimen response: Opening more stores may bring purchasing economies of scale (1). The more of an item that a larger business orders, the more chance there is of receiving a discount (1). Therefore Tuneer's suppliers of replacement phone screens may offer him a lower price (1).	6 AO1=2 AO2=4

Question	Part	Marking guidance	Total marks
10	7	Tuneer must decide whether to grow by: • franchising or • by opening new stores using internal finance. Using information from Items A, B and C: • analyse the benefits to Tuneer of expanding by franchising and the benefits of expanding by opening new stores • use your analysis to recommend which method of expansion Tuneer should choose. Possible answers include: Benefits of franchising: • quicker method as he does not need to wait until he has enough capital himself • less financial risk as franchisees provide much of the capital. • Tuneer's store may not be generating enough profit to finance the proposed expansion plan in the time frame he would like • Regular royalties and franchise fees will provide extra income very soon. Benefits of opening new stores: • Tuneer maintains full control over other outlets • easier to learn from mistakes as expansion is slower • easier to co-ordinate. Possible themes of evaluation: • Tuneer's unique selling point may not last long – may be best to franchise enabling rapid growth and consolidation of brand • Tuneer has little experience, running a chain of franchised outlets immediately may be too hard for him • use of profit and cost data.	12 AO2=4 AO3=8

Examiners are reminded that AO2 and AO3 are regarded as interdependent. When deciding on a mark all should be considered together using the best fit approach. In doing so, examiners should bear in mind the relative weightings of the Assessment Objectives. More weight should therefore be given to AO3 than AO2.

Level	Marks	Descriptor
4	10–12 AO3 AO3 AO2	Detailed analysis and evaluation of topics based on the context - Coherent line of reasoning followed, which is sustained, relevant and substantiated. There is a focused conclusion that is fully justified and follows clearly from the analysis. - Business areas are analysed in depth. - Knowledge and understanding is detailed and appropriately applied within context.
3	7–9 AO3 AO3 AO2	Sound analysis and evaluation - Coherent line of reasoning given and the conclusion is appropriate and related to the preceding analysis. - Business areas are partially analysed. - Knowledge and understanding is detailed and appropriately applied within context.
2	4–6 AO3 AO3 AO2	Limited attempt made to analyse the topics based on the context - Evidence of some line of reasoning, with a conclusion that has limited justification. - Analysis of business areas is simplistic. - Some knowledge and understanding is applied within context.
1	1–3 AO3 AO3 AO2	Basic evaluation of topics but without any real support or analysis - A conclusion is present but without any reasoned support. - No discernible or relevant analysis. - A clear attempt to apply knowledge and understanding, but context may be lacking.
0	0	Nothing worthy of credit.

Section C

Total for this section: 36 marks

Question	Part	Marking guidance	Total marks
11	1	Use Item D to explain the term ‘span of control’. 1 mark for some understanding, 1 mark for explanation with some reference to context, 1 mark for clear reference to context. Possible answers include: • Factory manager has a span of control of 2 • Deputy managers have a space of control of 4 • Supervisors have a space of control of 10. Specimen response: Span of control is how many workers someone is in charge of (1). The factory manager’s span of control is the deputy factory managers (2). As there are two deputies, the factory manager’s span of control is two (1).	3 AO1=1 AO2=2

Question	Part	Marking guidance	Total marks
11	2	QVZ chose to use on-the-job training in the factory. Analyse one possible problem of this for the business. Possible answers include: Problems of on-the-job training • trainers may pass on bad habits – the supervisors are untrained and there are issues in how the factory is run • supervisors may not be specialist trainers (they are untrained) and may therefore lack training skills • training on the job may be in a stressful or loud environment – the machines are loud – which will make training harder and reduce its effectiveness • mistakes may be made whilst training affecting quality levels within the factory – average costs are already high and productivity is already low • machines are old and may be too unreliable for effective training. Specimen response: Using only on-the-job training may mean that supervisors carry out the training and they may not be skilled trainers (L1). This means that machine operators may struggle to understand instructions being given by the trainers (inexperienced supervisors), perhaps not helped by a loud factory environment (L2). This may lead to operators not receiving effective training and therefore making errors when producing items - leading to quality problems as experienced by the factory (L3).	6 AO2=2 AO3=4

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Level	Marks	Descriptor
3	5–6 AO3x2	Detailed analysis of topics based on the context • Business areas are analysed in depth. • Applies knowledge and understanding to the context sufficiently, throughout the answer.
2	3–4 AO3 AO2	Sound analysis of topics based on the context • Business areas are partially analysed. • Applies knowledge and understanding to the context sufficiently, in most areas.
1	1–2 AO3 AO2	Basic analysis of topics based on the context • Analysis of business areas is simplistic. • Knowledge and understanding is applied to the context, but may be fragmented.
0	0	Nothing worthy of credit.

Question	Part	Marking guidance	Total marks
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11	3	Calculate the total income of a machine operator last year. Show your calculations. Salary = \$5 000 (1) Profit share = \$102 000 / 91 = \$1 200 (1) Total income = \$5 000 + \$1 200 = \$6 200 (1) (OFR)	3 AO1=1 AO2=2
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Question	Part	Marking guidance	Total marks
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11	4	Analyse how greater centralisation of the company's organisation and decision-making procedures may improve performance at the factory. Possible answers include: • helps to ensure consistency of decision-making • decisions more likely to be taken by those best qualified and experienced • purchasing economies of scale are easier to achieve. These benefits are likely to help overcome problems at the factory: • high costs • low staff retention • low productivity • little communication with Headquarters • doing things the same way as in other QVZ factories. Specimen response: A more centralised structure means more decisions would be taken at Headquarters rather than the failing factory. As a result these decisions may be better (L1). Decision-makers at Headquarters are likely to be more experienced and be able to see a 'bigger picture' when making decisions and are therefore more likely to be able to decide on the best ways to do things – something that had not been happening in the failing factory (L2). Item E clearly shows that things are done differently at this factory, which is struggling with productivity and unit costs, so passing these decisions to Headquarters to ensure better decision-making should help to solve these problems (L3).	6 AO2=2 AO3=4
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0	0	Nothing worthy of credit.

Question	Part	Marking guidance	Total marks
11	5	Analyse one possible impact of the new health and safety laws on the factory's profit. 1 mark for identifying a way the business may be affected, 1 mark for some valid reference to context, 1 mark for clear reference to context (apply twice). Possible answers include: • training for staff using the machinery will increase costs • new equipment might be needed if existing equipment is dangerous – increasing costs • Protective equipment may be needed – probably ear defenders - extra cost • Dust filters may need to be fitted – increased costs • May improve quality and therefore revenue • Safer staff may reduce staff turnover and reduce recruitment costs • Extra expenditure may require more borrowing. Specimen response: Item F states that the factory has had low standards of health and safety. The new health and safety laws will increase costs because the factory will need to spend more on health and safety (L1). The extra costs may be on protective equipment for employees or dust filters to keep the air cleaner in the factory. These may be one-off costs or running costs but would reduce profit (L2). As a result the profit, which was based on low costs due to low health and safety spending will fall significantly (L3).	6 AO1 = 2 AO2 = 4

Question	Part	Marking guidance	Total marks
11	6	The factory manager knows that motivation in the factory must be improved. He is considering increasing the use of financial methods of motivation. Using information from Items D, E and F: - analyse the advantages and disadvantages to QVZ of increasing its use of financial methods of motivation to solve the problems in the factory - use your analysis to recommend whether QVZ should use financial methods of motivation to solve the problems in the factory. Possible answers include: Advantages of using more financial methods: - one Item E quote suggests that a key motivator for some staff may be the profit-sharing bonus - the company has made a profit and may therefore have the capability to pay bonuses. Disadvantages of using more financial methods: - local living standards have risen so higher pay and bonuses are likely to be needed – increasing the cost of financial methods - other factories' pay rates are better – the business may see a steep rise in costs if they want to be the highest payer locally - the factory's performance has been poor – suggesting some constraint on the ability to increase financial incentives - financial incentives may be less effective as general levels of income rise. Possible themes for evaluation: - there is scope to question just how far the changes in the local economy would require financial incentives to be increased - recognition that better performance by the factory is likely to increase profits, meaning that higher bonuses would accrue if the factory's problems can be successfully addressed.	12 AO2=4 AO3=8

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