

OCR

Oxford Cambridge and RSA

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10331 Level 4 Certificate in Management Consulting

Unit 5 Business environment, structure and governance

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

POST-AMEC VERSION

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(FOR OFFICE USE ONLY)

This document consists of 12 pages

PREPARATION FOR MARKING ON-SCREEN

1. Make sure that you have accessed and completed the relevant and training packages for on-screen marking: *scoris assessor Online Training* and the *OCR Essential Guide to Marking*.
2. Make sure that you have read and understood the Instructions for On-Screen Marking and the mark scheme and the question paper for this unit. These are posted on the RM Cambridge Assessment Support Portal <http://www.rm.com/support/ca>
3. Log-in to scoris and mark the **required number** of practice responses and the **required number** of standardisation responses.

PREPARATION FOR PAPER BASED MARKING

1. Make sure that you have accessed and completed the relevant training for paper based marking.
2. Make sure that you have read and understood the Instructions for Specialist Marking and the mark scheme and the question paper for this unit.
3. Before the Standardisation meeting you must mark at least 10 scripts from several centres. Use **pencil** and follow the **mark scheme**. Bring these **marked scripts** to the meeting

MARKING INSTRUCTIONS – FOR MARKING ON-SCREEN AND FOR PAPER BASED MARKING

1. Mark strictly to the mark scheme.
2. Marks awarded must relate directly to the marking criteria.
3. The schedule of dates is very important. It is essential that you meet the scoris 50% and 100% (traditional 40% Batch 1 and 100% Batch 2) deadlines. If you experience problems, you must contact your Team Leader (Supervisor) without delay.
4. If you are in any doubt about applying the mark scheme, consult your Team Leader by telephone or the scoris messaging system, or by email.
5. Work crossed out:
 - a. where a candidate crosses out an answer and provides an alternative response, the crossed out response is not marked and gains no marks
 - b. if a candidate crosses out an answer to a whole question and makes no second attempt, and if the inclusion of the answer does not cause a rubric infringement, the assessor should attempt to mark the crossed out answer and award marks appropriately.
6. Always check the pages (and additional objects if present) at the end of the response in case any answers have been continued there. If the candidate has continued an answer there then add a tick to confirm that the work has been seen.
7. There is a NR (No Response) option. Award NR (No Response)
 - if there is nothing written at all in the answer space
 - OR if there is a comment which does not in anyway relate to the question (e.g. 'can't do', 'don't know')
 - OR if there is a mark (e.g. a dash, a question mark) which isn't an attempt at the questionNote: Award 0 marks - for an attempt that earns no credit (including copying out the question)
8. The scoris **comments box** is used by your team leader to explain the marking of the practice responses. Please refer to these comments when checking your practice responses. **Do not use the comments box for any other reason.**
If you have any questions or comments for your team leader, use the phone, the scoris messaging system, or e-mail.
9. For answers marked by levels of response:
 - a. **To determine the level** – start at the highest level and work down until you reach the level that matches the answer
 - b. **To determine the mark within the level**, consider the following:

Descriptor	Award mark
On the borderline of this level and the one below	At bottom of level
Just enough achievement on balance for this level	Above bottom and either below middle or at middle of level (depending on number of marks available)
Meets the criteria but with some slight inconsistency	Above middle and either below top of level or at middle of level (depending on number of marks available)
Consistently meets the criteria for this level	At top of level

10. These are the annotations, (including abbreviations), including those used in scoris, which are used when marking

Annotation	Meaning of annotation

11. Here are the subject specific instructions for this question paper

Subject specific marking instructions that apply across the whole question paper must appear here. These must be compatible with the OCR Marking Instructions above. Include here any instructions for marking when a candidate has infringed the rubric.

12. Here is the mark scheme for this question paper.

Question	Answer/Indicative content	Mark	Guidance
1	<p>Indicative content:</p> <ul style="list-style-type: none"> • company executives – company prosperity, power, own way, avoidance of conflict, status, prestige, wellbeing of employees. • HMRC – to receive tax returns, be paid in full, be paid on time, to assist with enquiries. 	4	<p>For both categories: One mark for each correct identification to a maximum of two identifications.</p> <p>Award any appropriate objective.</p> <p>Do not award shareholder objectives.</p>
2	<p>Indicative content:</p> <ul style="list-style-type: none"> • press release • social media • public relations exercise • newspaper article • radio feature • advertise the company/brand • advertise a public meeting. <p>Exemplar response: eg The business could advertise the date and time of a public meeting in the press. (1) This should increase public awareness of the meeting and increase attendance by interested parties. (1)</p>	2	<p>One mark for identification plus a further one mark for explanation.</p>
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • separate body • separate legal identity • business entity distinct from its owners. 	1	<p>For one mark.</p>

Question	Answer/Indicative content	Mark	Guidance
4	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • sports activities – clubs, tuition, competitions, etc. • opportunities for all, fair play • changing lives, raise self-esteem • health and lifestyle benefits • promotes inclusion and involvement • catalyst for social change • mutual benefit • brand loyalty • boots relationship with media • better reputation. <p>Exemplar response: eg A business could run football coaching sessions for local children in the school summer holidays; possibly offering an opportunity for competitive play at the end of the programme. [L1] Sport promotes inclusion and involvement because it reaches and engages with young people from across the entire social and demographic spectrum. The programme would help to change the lives of the children who took part, by not only improving their health and wellbeing, but by raising their self-esteem. In many cases the impact would spread even wider – it would benefit the children’s families and the wider community. Funding sports activities is also likely to prove profitable in the long term for the business because its relationship with its different stakeholders, from customers and suppliers to employees and the media, is boosted. [L2]</p>	8	<p>Levels of response</p> <p>Level 2 (5 – 8 marks) Candidate explains how funding sports activities can be used to meet corporate social responsibilities.</p> <p>Level 1 (1 – 4 marks) Candidate identifies how funding sports activities can be used to meet corporate social responsibilities</p>

Question	Answer/Indicative content	Mark	Guidance
5	<p>Indicative content:</p> <ul style="list-style-type: none"> • operating sector • historic norms • expectations • organisational structure • decision-making process • size of workforce • nature of workforce • use of technology • monitoring and control systems • performance management systems • external environment. <p>Exemplar response: eg The way a business uses technology may shape its culture. (1) Providing senior members of staff with remote access to their work emails is likely to create a 24/7 culture within the organisation. (1)</p>	4	<p>One mark for each correct identification, up to a maximum of two identifications plus a further one mark for each of two explanations.</p> <p>Accept examples by way of explanation.</p>

Question	Answer/Indicative content	Mark	Guidance
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • a power culture – power centric, influence diminishes as circle widens, driven by results, personal power coupled with resource control, relies on individuals, able to respond quickly to events, attracts risk takers, toleration of means to an end, performance judged by results, employee succession is an issue, illustrated by spider’s web • a task culture – job or project-oriented, matrix structure common, selected people and resources work together for a specific task, power is widely dispersed, power located with expertise, emphasis on getting job done, efficiency depends on the unifying power of the group, outcome of work takes precedence over personal power, flexible, sensitive to change, control can be difficult, illustrated by a net. <p>Exemplar response:</p> <p>eg In a power culture the key to the organisation is in the centre (ie the spider). The closer you are to the spider the greater influence you have. (1) This type of culture relies heavily on individuals rather than committees (1) and is driven by results. (1)</p> <p>eg An organisation with a task culture is likely to be project-oriented (1) with different combinations of personnel and resources being deployed for a particular job. (1) Task cultures tend to be extremely flexible and are particularly useful when speed of reaction to changes in the market is crucial. (1)</p>	6	For both classifications: One mark for each correct identification, up to a maximum of three identifications but allow development marks.

Question	Answer/Indicative content	Mark	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • the number of subordinates a supervisor has • the number of employees who report to a manager. 	1	For one mark.
8	<p>Indicative content:</p> <ul style="list-style-type: none"> • can charge higher prices • price setting/price maintenance • increased ability to control price or quantity supplied • supernormal profit/high profits • protect monopoly power • increased market power/market structure tends toward monopoly/less contestable • reduced need for competitive practices • potentially lower quality of service/product in the market • potential exploitation of customers/market 	1	For one mark.
9	<p>Indicative content:</p> <ul style="list-style-type: none"> • consumer trends, eg healthy eating, food fads, ethics • social trends, eg demographics, single parent families • consumerism – convenience, availability • disposable income – price, quantity. <p>Exemplar response: eg There may be an increased demand for fast food to be available 24/7. (1) This may mean that businesses operating in this market need to extend their opening hours or provide round the clock delivery services. (1)</p>	2	One mark for a correct identification, plus a further one mark for an explanation.

Question	Answer/Indicative content	Mark	Guidance
10	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • overall rise in prices/fall in value of money • higher inflation rate • lower inflation rate • unstable/volatile inflation rate • uncertain/unpredictable/increased risk • effect on costs • effects on standard of living • effects on savings ratio • effects on demand • effects on pricing • effects on competitive behaviour • effects on business performance/sales/profitability • effects on competitive advantage/international trade • other economic indicators. <p>Exemplar response: eg Inflation is a gradual increase in prices. If the rate of inflation is high, the purchasing power of the pound is eroded. Goods and services become more price-sensitive as consumer standards of living fall. [L1] Despite increased input costs (especially wages), a business may need to forego raising its own prices in order to retain its competitive position. This would mean trading with lower profit margins, potentially lowering the reward for enterprise despite the increased trading uncertainty and levels of risk. Additionally, if the rate of inflation in the UK is higher than in competitor countries then more imports are likely to be purchased. This will further weaken the position of UK firms, especially those operating in the secondary sector which are likely to see a considerable reduction in turnover. [L2]</p>	10	<p>Levels of response</p> <p>Level 2 (6 – 10 marks) Candidate explains how changes in the rate of inflation may affect the activities of a business.</p> <p>Level 1 (1 – 5 marks) Candidate identifies effect(s) of inflation.</p>

Question	Answer/Indicative content	Mark	Guidance
11	<p>Indicative content:</p> <ul style="list-style-type: none"> • uncertainty/lack of market confidence • strategic planning/decision-making problematic • funding issues, eg, availability of grants, public donations • changes in levels of political support – increase/decrease/withdrawn • possible legislative changes • possible changes in political ideologies • possible changes in government policies • possible changes in market conditions • changes in public confidence • changes in economic prosperity/disposable incomes. <p>Exemplar response: eg The possibility of a change in the political leadership of the country leads to uncertainty. (1) This undermines an organisation’s decision-making process (1) and may make the charity more reluctant to commit to a long-term initiative. (1)</p>	3	<p>One mark for a correct identification, plus up to a further two marks for an explanation.</p> <p>For full marks the explanation must relate specifically to an organisation in the third sector.</p> <p>Responses may be positive</p>

Question	Answer/Indicative content	Mark	Guidance
12	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • long-term planning • stakeholder unification • to give focus/direction • to obtain funding • to secure public confidence • to reduce confusion/conflict/arguments • so that objectives/targets can be set/monitored • transparency. <p>Exemplar response: eg A strategic vision gives an organisation a focus and sense of direction. It allows long-term planning to take place and provides a rationale for all medium and short-term decisions. [L1] A third sector organisation needs to be clear as to its strategic vision so that all trustees are, not only united by the cause, but committed to the specific path the charity wishes to take. This should avoid confusing messages being picked up by the media which may undermine public confidence in the charity and reduce public donations. Instead, with a clear purpose and agreed strategy, the charity may be able to secure additional funding, possibly from government grants or new patrons. [L2]</p>	8	<p>Levels of response</p> <p>Level 2 (5 – 8 marks) Candidate explains why a third sector organisation needs to have a strategic vision.</p> <p>Level 1 (1 – 4 marks) Candidate identifies why an organisation needs to have a strategic vision.</p>