

Applied Business

Advanced GCE

Unit **F257**: Managing Risk in the Workplace

Mark Scheme for June 2013

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All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

Annotation	Meaning
	The response given is 'Unclear' to the marker.
	'Benefit of doubt' but credit given.
	To indicate the response is in 'Context' of the relevant case study.
	Response is incorrect, no credit can be given.
	Use for Level of response answers to indicate Level 1.
	Use for Level of response answers to indicate Level 2.
	Use for Level of response answers to indicate Level 3.
	Use for Level of response answers to indicate Level 4.
	The response is not incorrect but has 'Not answered the question'.
	Own figure rule. Used where indicated in the mark scheme.
	'Repeat' Response repeats the same marking point.
	'Noted but no credit given' or to indicate all or part blank answer pages have been seen by the marker.
	Correct point/answer. Credit can be given.
	No use of context/Context cannot be awarded

Subject-specific Marking Instructions**Testing of QWC**

In this external assessment the assessment of QWC will take place in Question 3d which is a levels of response question and carries 14 marks.

Marks are embedded within this question for assessing the quality of written communication. The following criteria are embedded within the levels of response for Question 3d.

Level 4:

Ability to present relevant material in a well planned and logical sequence. Material clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers question. There will be few, if any errors of grammar, punctuation and spelling.

[4 marks representing the appropriate level of written communication are embedded in this level of response].

Level 3:

Ability to present relevant material in a planned and logical sequence. Appropriate business terminology used. Sentences for the most part relevant presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.

[3 marks representing the appropriate level of written communication are embedded in this level of response].

Level 2:

Limited ability to organise relevant material. Some appropriate business terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.

[2 marks representing the appropriate level of written communication are embedded in this level of response].

Level 1:

Ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.

[1 mark representing the appropriate level of written communication is embedded in this level of response].

Question		Answer	Marks	Guidance
1	(a)	<p>Indicative content: Everything that is reasonably practical must be done to maintain the standards of health and safety in the workplace. It is the responsibility of all stakeholders within the business.</p> <p>Exemplar responses: Eg Everything practical must be done to maintain a safe workplace (1) and it is the responsibility of all the stakeholders (1). Eg All stakeholders hold the responsibility (1) to maintain health and safety standards within the business (1).</p>	2	<p>AO1:2</p> <p>Up to two marks.</p> <p>Do not award 'create safe working conditions', 'employers and employees both have duty of care' or 'carried out by employer'.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • <i>MM Ltd</i> should provide the correct training for employees • protective equipment should be provided • ensure a safe working environment • provision of breaks for employees • risk assessments. <p>Exemplar responses: Eg <i>MM Ltd</i> should provide the correct training for employees (1) for example how to lift heavy steel poles properly (1) in order that accidents like marquee collapses are minimised (1).</p> <p>Eg <i>MM Ltd</i> should provide employees with protective clothing/equipment (1) for example gloves/hard hats to erect marquees (1) in order that injuries from things like falling steel poles are minimised (1).</p>	6	<p>AO1:2 AO2:4</p> <p>One mark for a correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not award repetition.</p> <p>Do not award consequences.</p> <p>Allow duty of care with appropriate explanation.</p> <p>To award full marks the explanation must be in context.</p>

Question	Answer	Marks	Guidance
(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • workplaces need to be adequately ventilated • workplaces should be an adequate temperature • lighting should be sufficient to allow people to work and move about safely • workplaces should be kept clean • workplaces should have enough free space to allow people to work and move about with ease • workstations should be suitable for the people using them and for the work they do • the workplace, and certain equipment, devices and systems should be maintained in efficient working order • there should be sufficient traffic routes, of sufficient width and headroom, to allow people and vehicles to circulate safely with ease • dangerous substances in tanks, pits or other structures should be securely fenced or covered • traffic routes associated with them should also be securely fenced • windows, transparent or translucent surfaces in walls, partitions, doors and gates should, be made of safety material or be protected against breakage • windows, skylights and ventilators should be capable of being opened, closed or adjusted safely and, when open, should not pose any undue risk to anyone • windows and skylights should be designed so that they may be cleaned safely • doors and gates should be suitably constructed and fitted with safety devices if necessary • escalators and moving walkways should function safely 	4	<p>AO1:2 AO2:2</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two descriptions.</p> <p>Do not award repetition.</p> <p>Do not award provision of 'training', 'protective clothing/equipment/PPE', 'safe working environment', 'risk assessments' or 'warning signs'.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • suitable and sufficient sanitary conveniences and washing facilities should be provided at readily accessible places • an adequate supply of high-quality drinking water should be provided • accommodation for clothing and facilities for changing should be provided • facilities for rest and to eat meals should be provided • costs could increase • profits could be lowered • motivation of staff could increase • employees may feel safer • employees may feel more 'cared for' • absenteeism/sickness rates could decrease • profits could increase • costs could decrease. <p>Exemplar responses: Eg Workplaces should be kept clean (1) for example this may mean not leaving ropes and poles lying around for people to trip on (1). Eg Suitable and sufficient sanitary convenience and washing facilities should be provided at readily accessible places (1) such as Oscar providing a portable toilet when out on jobs if no facilities are easily accessible (1).</p>		

Question	Answer	Marks	Guidance
(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Health and Safety at Work Act • EC Directive on Work with Display Screens • Health and Safety (Display Screen Equipment) Regulations • Manual Handling Operations Regulations • Provision and Use of Workplace Equipment Regulations • Management and Health and Safety at Work Regulations • Working Time Regulations. <p>Exemplar responses: Eg Working Time Regulations (1). Eg Manual Handling Operations regulations (1) Eg Health and Safety at Work Act (1).</p>	3	<p>AO1:3</p> <p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Do not award workplace (Health and safety and Welfare) Regulations – prohibited by question.</p> <p>Do not award 'Display Screen Regulations', 'Provision of Health and Safety at Work Act' or 'Provision of Personal Equipment at Work Regulation'.</p>

Question	Answer	Marks	Guidance
(e)	<p>Indicative content:</p> <ul style="list-style-type: none"> • possible legal action • fines/compensation • risk of temporary/permanent closure • bad publicity • increase in absences • increase in labour turnover • increases in accidents • difficulties in recruitment • official inquiry/visit from the HSE • increase in costs • lower profits • less contracts/demand • decrease in the quality of service provided. <p>Exemplar responses: Eg Risk of injury (1) this could be from not being trained to work safely at heights (1) if one of the employees happens to fall off a ladder in the marquee (1). Eg Increased absenteeism (1) which could be the result of employees not feeling safe (1) for example if they are working with objects which could fall on them whilst putting up marquees (1).</p>	6	<p>AO1:2 AO2:4</p> <p>One mark for a correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not award repetition.</p> <p>Do not award analysis of consequences.</p> <p>For maximum marks the explanation must be in context.</p>

Question		Answer	Marks	Guidance
2	(a)	<p>Indicative content: Training which takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained.</p> <p>Exemplar responses: Eg Training which takes place at in the normal working situation (1) using everything which the employees will use when they are trained (1). Eg Training which happens when you undertaking your duties/tasks (1) using things such as the tools you would use whilst you are there (1).</p>	2	<p>AO1:2</p> <p>Up to two marks.</p> <p>Do not award examples.</p> <p>Award for 'training whilst doing their job' or 'training whilst working'.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • reduction in the risk of injury to the workforce • build motivation of workers • productivity gains • increased profit • save on costs • save on time • get shown 'best practice' • increased confidence of workforce • better quality of service. <p>Exemplar responses: Eg Save on costs (1) as <i>MM Ltd</i> does not need to hire an expert from outside (1) who would charge for the service they provide (1). Eg Reduction in the risk of injury (1) as a new employee could work with an experienced employee (1) who could show them specifically what to do such as Oscar showing someone how to put poles up in the marquee the right way (1).</p>	6	<p>AO1:2 AO2:4</p> <p>One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not award for analytical consequences.</p> <p>Do not award for answers which could be applied to both on and off-the-job training.</p> <p>Must be benefits to the business.</p>

Question	Answer	Marks	Guidance
(c)	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • safety • motivation • loyalty • staff recruitment • productivity • cost • ability to meet deadlines • reputation • profit • avoidance of fines and/or legal action • avoidance of negative reaction from HSE. <p>Exemplar responses:</p> <p>Eg Good working conditions are important to any business because they help to minimise workplace-related risks to employees (L1). In this case if the staff at <i>MM Ltd</i> feel unsafe due to the dangers in erecting marquees (CONT), they may want to leave (L2). If workers leave this could disrupt the effectiveness of how <i>MM Ltd</i> erect marquees (ie meeting deadlines etc...) (L3). As deadlines may be tight, it is vital that employees are present in order that the business can fulfil contracts (L3). Failure to do so will lead to extra costs being incurred due to late payments being made (L3) and this may ultimately negatively affect cash flow which may lead to <i>MM Ltd</i>'s failure, especially since it is such a small business trying to stay in the marquee market (CONT) (L4).</p> <p>Eg Good working conditions can save on costs (L1). Given that <i>MM Ltd</i> is a relatively small business and if the employees feel that its working conditions are good, they</p>	14	<p>AO1:2 AO2:3 AO3:4 AO4:5</p> <p>Level 4 (10-14 marks) Candidate evaluates the extent to which good working conditions are important to <i>MM Ltd</i></p> <p>Level 3 (6–9 marks) Candidate analyses the issue(s) surrounding good working conditions at <i>MM Ltd</i>.</p> <p>Level 2 (3–5 marks) Candidate applies knowledge and understanding of the issue(s) surrounding good working conditions at <i>MM Ltd</i>.</p> <p>Level 1 (1–2 marks) Candidate identifies the issue(s) relating to good working conditions with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2 L4 is awarded with the icon 'CONT'</p> <p>Non-contextual answer max level 1.</p> <p>Must be benefits/drawbacks to business.</p> <p>Level 4 (10–14 marks) [10 marks] candidate gives a weak judgement as to the extent to which good working conditions are important to <i>MM Ltd</i>. [11–12 marks] candidate gives a detailed judgement as to the extent to which good working conditions are important to <i>MM Ltd</i>. [13–14 marks] candidate gives a detailed and specific argument as to the extent to which good working conditions are important to <i>MM Ltd</i>.</p>

Question	Answer	Marks	Guidance
	<p>may feel safe in their job (CONT) (L2). This may then have an affect upon their motivation and therefore they may feel more loyal to the business and may work productively to</p> <p>finish contracts on time (L3). This is particularly important for Oscar, as fewer workers, means it may be hard to replace them if they are ill or leave. However, despite this some workers may want more than to just feel safe eg more pay and promotion and therefore may still not work as hard as they could (L3). Furthermore if there is a relatively poor working environment, it may become more dangerous to work in. Already we know that the marquee (CONT) business is hazardous (with heavy steel poles and canvas and working at heights) (L2). This may lead to workers injuring themselves and then either deciding to leave the business (L3). Furthermore may increase recruitment costs or lead to legal action against <i>MM Ltd</i>, again increasing costs (L3). Overall it depends upon how workers are motivated. If the workforce are more concerned about pay and job security in this small business (CONT) then, in the long term, these factors could be more important than good working conditions (L4).</p>		<p>Level 3 (6–9 marks) [6–7 marks] candidate analyses one issue surrounding good working conditions at <i>MM Ltd</i>. [8–9 marks] candidate analyses the more than one issue surrounding good working conditions at <i>MM Ltd</i>.</p> <p>Level 2 (3–5 marks) Look for something more than <i>MM Ltd/Oscar</i> eg marquees, wedding, temporary labourers. [3 marks] candidate applies understanding of one issue surrounding good working conditions at <i>MM Ltd</i>. [4–5 marks] candidate applies understanding of more than one issue surrounding good working conditions at <i>MM Ltd</i>.</p> <p>Level 1 (1–2 marks) [1 mark] candidate identifies one issue relating to good working conditions with no use of context. [2 marks] candidate identifies more than one issue relating to good working conditions with no use of context.</p>

Question		Answer	Marks	Guidance
3	(a)	<p>Indicative response: The potential negative consequences or likelihood of harm which can impact on a business from a particular hazard.</p> <p>Exemplar responses: Eg Potential negative consequences (1) from a hazard (1). Eg The potential likelihood of harm which can happen (1) as a result of a particular hazard (1). Eg Potential negative outcome (1) of a hazard (1).</p>	2	<p>AO1:2</p> <p>Up to two marks.</p> <p>Do not award examples.</p>
	(b)	<p>Exemplar responses:</p> <ul style="list-style-type: none"> • Stage 1 – look for/identify hazards/risk (1). • Stage 2 – decide who might be harmed and how (1). • Stage 3 – evaluate the risks (1). • Stage 4 – record findings/make recommendations (1). • Stage 5 – review the assessment procedures/revise as and when necessary (1). 	5	<p>AO1:5</p> <p>One mark for each correct identification up to a maximum of five identifications.</p> <p>Accept 'make changes' for stage 5.</p> <p>Stages do not need to be in order.</p> <p>Do not award 'decide on precautions'</p> <p>Do not award for 'identify', 'decide', 'evaluate', and 'record', 'review' unless qualified.</p>

Question	Answer	Marks	Guidance
(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • health and safety training • contingency planning • health and safety advisor • provision of breaks • provision of machinery • provision of protective equipment • provision of protective clothing • signs to identify hazards • following HSE guidelines/procedures • provision of health and safety guidelines • keeping a clean working environment • closer supervision • employ more people. <p>Exemplar responses: Eg Health and safety training (1) which could be something such as observing the activities of one of the existing employees at <i>MM Ltd</i> (1) watching them climb the ladders to the marquees correctly (1). Eg Contingency planning (1) this may involve Oscar holding regular meetings with his employees (1) to discuss how they would deal with the event of an accident such as a heavy pole falling on one of them during a contract (1).</p>	6	<p>AO1:2 AO2:4</p> <p>One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not award repetition.</p> <p>Do not award vague responses eg 'risk management', 'training'.</p> <p>Do not award 'minimise risk' because this repeats the question.</p> <p>Do not award 'risk assessment', as this is excluded by the question.</p> <p>Do not award consequences.</p>

Question	Answer	Marks	Guidance
(d)*	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • shows the potential risks and/or hazards present in the workplace • allows for meetings about how to deal with risks/hazards • allows for contingency plans to be drawn up • takes time to implement • safety measures could be put in place • only a projection of what could happen • depends upon whether all risks/hazards are identified • dependent upon the action of managers • delay of implementation of risk assessment • financial implications of implementation • provision of safety equipment • warning signs • behaviour of employees • training • behaviour of visitors. <p>Exemplar responses: Eg A risk assessment is an activity carried out in order to identify risks in the workplace (L1). Having identified a risk, such as dropping heavy poles from heights, corrective action can be sought (CONT) (L2). This could lead to a safety measure being put in place to reduce the risk, such as Oscar training the employees how to carry heavy items such as a chandelier up a ladder correctly (L3). However, a risk assessment is only useful if the issues it highlights are implemented and other people such as Zara, as the visitor to adhere to the instructions of Oscar such as not coming into the marquee (CONT) and therefore the accident still could have happened (L4).</p>	14	<p>AO1:2 AO2:3 AO3:4 AO4:5</p> <p>QWC is assessed in this question.</p> <p>Level 4 (14–10 marks) Candidate evaluates the extent to which a risk assessment would have helped to avoid Zara’s accident.</p> <p>Level 3 (9–6 marks) Candidate analyses issues relating to the benefit(s)/drawback(s) of risk assessment to Zara’s accident.</p> <p>Level 2 (5–3 marks) Candidate applies knowledge and understanding of issues relating to the benefit(s)/drawback(s) of risk assessment to Zara’s accident.</p> <p>Level 1 (2–1 marks) Candidate identifies issues relating to the benefit(s)/drawback(s) of risk assessment with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2 L4 is awarded with the icon ‘CONT’.</p> <p>Non-contextual answer max level 1.</p> <p>Level 4 (14–10 marks) [10 marks] candidate gives a weak judgement as to the extent to which a risk assessment may have helped to avoid Zara’s accident. [12–11 marks] candidate gives a detailed judgement as to</p>

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	<p>Eg A risk assessment helps to identify risks in a workplace (L1). It would have highlighted the need for temporary staff such as Ned, to be trained correctly (CONT) in how to carry a heavy item such as a chandelier up a ladder correctly (L2). It would also have highlighted the need to keep work areas clear, such as not leaving ropes lying about (CONT) (L2). This would have lead to Ned clearing the work area and all temporary staff being trained correctly in how to lift objects so that they were working in safer conditions (L3). Signs would have been put up to warn visitors such as Zara of the dangers she would face and how to avoid them when on site (L3). However, the risk assessment would not have eliminated the risk of Zara's accident as she could have chosen to ignore the signs altogether and still go into the tent (CONT) (L4). In addition, Oscar may have delayed his response to the issues highlighted in the risk assessment, hence Zara's accident was more likely to have occurred (L4). In conclusion, a risk assessment is only as good as the staff and visitors who take heed of it (L4).</p>		<p>the extent to which a risk assessment may have helped to avoid Zara's accident. [14–13 marks] candidate gives a detailed and specific argument as to the extent to which a risk assessment may have helped to avoid Zara's accident.</p> <p>Level 3 (9–6 marks) [7–6 marks] candidate analyses one benefit/drawback of a risk assessment in context. [9–8 marks] candidate analyses more than one benefit/drawback of a risk assessment.</p> <p>Level 2 (5–3 marks) Look for something more than MM Ltd/risk assessments/Oscar/Zara/Ned eg ladders, chandeliers, marquees. [3 marks] candidate applies understanding of one benefit/drawback of risk assessments in context. [5–4 marks] candidate applies understanding of more than one benefit/drawback of a risk assessment in context.</p> <p>Level 1 (2–1 marks) [1 mark] candidate identifies one benefit/drawback of risk assessments not in context. [2 marks] candidate identifies more than one benefit/drawback of risk assessments not in context.</p>

Question		Answer	Marks	Guidance
4	(a)	<p>Indicative content: Employees come to work but do not carry out their contract until their demands are met.</p> <p>Exemplar responses: E.g. Employees turn up to work but do not do any work (1) until their demands are met (1).</p> <p>E.g. Employees go to work but do not carry out their work (1), they just sit down until they get what they want (1).</p>	2	<p>AO1:2</p> <p>Up to two marks.</p> <p>Do not accept 'do not move from their position'. Too vague.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • strikes • picketing • work-to-rule • go-slows • overtime ban. <p>Exemplar responses: Eg Strikes (1) not turning up for work (1). Eg Overtime ban (1) only working contracted hours (1). Eg Go-slow (1) working but at a deliberately reduced rate (1). Eg Work-to-rule (1) not performing any tasks which are beyond their contract (1).</p>	6	<p>AO1:3 AO2:3</p> <p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three descriptions.</p> <p>No context required.</p> <p>Do not award 'sit-in' because this is prohibited by the question.</p> <p>Accept 'slow working'.</p> <p>Accept 'not working any extra hours'.</p> <p>Accept 'withdraw their labour'.</p>

Question	Answer	Marks	Guidance
(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • regular meetings • improved communication between employers and employees • level of trade union support • length of industrial action • type of industrial action • plan(s) in place to continue the business in the event of industrial action. <p>Exemplar responses: Eg Plans in place to continue the business (1) such as drafting in extra employees to complete tasks (1). Eg Regular meetings (1) which could improve the communication between employers and employees before any industrial action is taken (1).</p>	4	<p>AO1:2 AO2:2</p> <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>Context must be, at least, implicit.</p> <p>Do not award repetition.</p> <p>Do not award vague answers eg answers which just refer to success.</p>
(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> • irritability • anxiety • depression • social and relationship problems • suicide • stress • paranoia • mental breakdown • mental fatigue • mental illness. <p>Exemplar responses: Eg Jamie may have increased anxiety (1) as he may feel he is struggling to cope with the demands placed upon him (1). Eg Jamie could become more irritable (1) as he becomes exhausted from trying to fulfil the duties for which he does not have enough training or experience for (1).</p>	4	<p>AO1:2 AO2:2</p> <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>Do not award repetition.</p> <p>Do not award consequences.</p> <p>Do not award 'anger', 'tiredness', 'headaches', 'high blood pressure' or 'heart disease' as these are not a psychological conditions.</p>

Question	Answer	Marks	Guidance
(e)	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • a manager would be there to specifically manage the new site • needs of workers at <i>MM Ltd</i> would be more likely met • quality of service communication and efficiency at <i>MM Ltd</i> would increase • time would be freed for Oscar to concentrate on <i>MM Ltd</i> • Oscar could spend more time addressing the needs of the workers at <i>MM Ltd</i> • if Oscar oversees the contracts at <i>MM Ltd</i> then the quality of service there would increase as workers feel more motivated • increased flexibility of the workforce • efficiency of the business increases • lowers risks of accidents/dissatisfied customers/court action/complaints/fines • improves reputation • increases demand/sales/profit • costs may increase • affordability • Oscar may still need to check on the new site to make sure it is running efficiently • his time could be better spent elsewhere • it may require a lot of planning • takes time to appoint a manager • if the manager does not do a good job, then the organisation and motivation of staff at the new site could be jeopardised too • Oscar could manager both sites but he would not have solved the problems created by Jamie 	14	<p>AO1:2 AO2:3 AO3:4 AO4:5</p> <p>Level 4 (14–10 marks) Candidate evaluates whether or not <i>MM Ltd</i> should employ a manager to run CC Ltd.</p> <p>Level 3 (9–6 marks): Candidate analyses the benefit(s)/drawback(s) to <i>MM Ltd</i> of employing a manager to run CC Ltd.</p> <p>Level 2 (5–3 marks) Candidate applies knowledge and understanding of the benefit(s)/drawback(s) to <i>MM Ltd</i> of employing a manager to run CC Ltd.</p> <p>Level 1 (2–1 marks) Candidate identifies the benefit(s)/drawback(s) of appointing a manager with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2 L4 is awarded with the icon 'CONT'.</p> <p>Non-contextual answer max level 1.</p> <p>Must be benefits/drawbacks to <i>MM Ltd</i>.</p> <p>Level 4 (14–10 marks) [10 marks] candidate gives a weak judgement as to whether or not <i>MM Ltd</i> should employ a manager to run CC Ltd.</p> <p>[12-11 marks] candidate gives a detailed judgement as to whether or not <i>MM Ltd</i> should employ a manager to run</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • if Oscar managed both sites, he would have to replace Jamie and appropriately train another member of staff • it is possible for Oscar to manage but if he does Jamie's job, he may become more stressed and therefore may not be successful • poor/correct manager. <p>Exemplar responses:</p> <p>Eg A manager has specialist skills which would allow them to specifically organise the workforce and the day-to-day running of a business (L1). Employing a manager to run CC Ltd would allow Oscar to free up time to undertake the management of his workforce (CONT) (L2). This would mean the labourers become more motivated to work, improving the quality of service (L3) and profits of MM Ltd would increase (L3). In the short term it may cost the business more money to appoint a manager which may be too costly in the light of the industrial unrest at <i>MM Ltd</i> at present (CONT), but this may be outweighed by the profit which may increase as a result of the increased motivation and quality of service at <i>MM Ltd (L4)</i>.</p> <p>Eg A manager is specially trained to organise a workforce and run a business on a daily basis (L1). By appointing a new manager to run CC Ltd, it would free up time for Oscar, allowing him to concentrate on meeting the needs of his staff by listening to their views about Jamie and how <i>MM Ltd</i> should be run (CONT) (L2). This may mean that motivation and hence quality of service at both businesses increase, which in turn would increase profits (L3). However, it may cost the business more money to appoint a manager for CC Ltd and there may be a risk that like Jamie, they do not do their job properly (L3). Moreover, this could mean that the efficiency of service of the business declines therefore</p>		<p>CC Ltd. [14-13 marks] candidate gives a detailed and specific argument as to whether or not <i>MM Ltd</i> should employ a manager to run CC Ltd.</p> <p>Level 3 (9–6 marks) [7-6 marks] candidate analyses one benefit/drawback of <i>MM Ltd</i> employing a manager to run CC Ltd. [9-8 marks] candidate analyses more than one benefit/drawback of <i>MM Ltd</i> employing a manager to run CC Ltd.</p> <p>Level 2 (5–3 marks) Look for something more than MM Ltd/Oscar/manager eg marquee, current industrial unrest. [3 marks] candidate applies understanding of one benefit/drawback of <i>MM Ltd</i> employing a manager to run CC Ltd. [5-4 marks] candidate applies understanding of more than one benefit/drawback of <i>MM Ltd</i> employing a manager to run CC Ltd.</p> <p>Level 1 (2–1 marks) [1 mark] candidate identifies one benefit/drawback of appointing managers with no use of context. [2 marks] candidate identifies more than one benefit/drawback of appointing managers with no use of context.</p>

Question	Answer	Marks	Guidance
	the situation is not improved (L3) . Overall, there is a short term cost appointing a new manager and a long term risk that they may not actually improve the efficiency of the business, but this could be outweighed by the potentially better organisation of the daily workings of both businesses and hence more marquee contracts being gained (CONT) (L4) .		

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