

Examiners' report

CAMBRIDGE TECHNICALS LEVEL 3 (2016)

BUSINESS

**OCR Level 3 Cambridge Technical
in Business**

Certificate: 05834

Extended Certificate: 05835

Foundation Diploma: 05836

Diploma: 05837

Extended Diploma: 05878

Unit 2 Summer 2025 series

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Introduction

Our examiners' reports are produced to offer constructive feedback on candidates' performance in the examinations. They provide useful guidance for future candidates.

The reports will include a general commentary on candidates' performance, identify technical aspects examined in the questions and highlight good performance and where performance could be improved. The reports will also explain aspects which caused difficulty and why the difficulties arose, whether through a lack of knowledge, poor examination technique, or any other identifiable and explainable reason.

Where overall performance on a question/question part was considered good, with no particular areas to highlight, these questions have not been included in the report.

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Unit 2 series overview

Overall candidates appeared to have engaged well with the case study; this is especially evident in the mostly successful responses for Question 4 (c) where good, pertinent questions were seen in the questionnaire. It was pleasing to see that candidates had more success in Question 3 (a), especially the calculation of variances in percentage. Question 4 (d) was less successful and was not responded to by many candidates. However, this could have been due to candidates not turning over the page rather than running out of time.

Text 1 is an introduction to how Envotric plc is organised. Questions on key terms such as 'authority protocols' and 'chain of command' were assessed. Question 1 (b) was less successful for many candidates who showed limited understanding of authority protocols. To be given high marks candidates were required to show their understanding of these terms in the context of the business, and this applies to Question 1 (c) as well.

Text 2 focuses on how meetings are organised and run in a project team. While most candidates showed good understanding of factors to consider when choosing a venue, a common less successful response for Question 2 (b) was because the text had not been read carefully. Common factors to consider such as 'location' and 'cost' are irrelevant to internal meetings. Less successful responses for Question 2 (c) tended to explain why virtual meetings were not preferred rather than why Hiro preferred face-to-face meetings.

Text 3 is about the organisation of the conference with the sole purpose of obtaining feedback on the EV home chargers. While the calculation of variance in percentage was less successful for some candidates, there was a considerable improvement in this skill as compared with previous sessions. Candidates who were successful in Question 3 (c) showed good analytical and evaluative skills.

Text 4 involves the organisation of the conference. Question 4 (a) and Question 4 (b) assess candidates' understanding of how tasks could be prioritised and organised so that deadlines are met. Candidates who were successful in Question 4(a) were able to identify a factor accurately and then apply their understanding of the factor to one of three tasks provided. There was a considerable improvement on the quality of questionnaire produced for Question 4 (c) compared to the last time it was assessed. However, there was a lack of understanding of 'consumables' by some candidates despite the number of times this has been assessed in previous sessions.

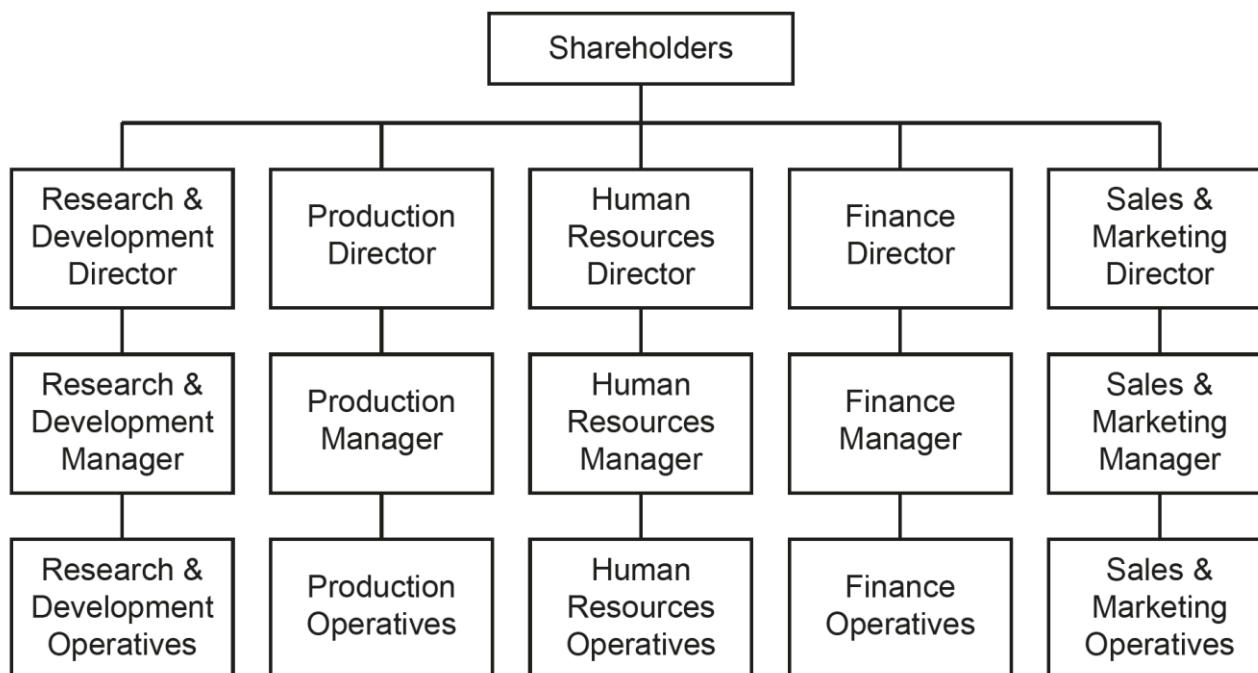
Candidates who did well on this paper generally:	Candidates who did less well on this paper generally:
• interpreted questions accurately • responded to in context • showed good analytical and evaluative skills • demonstrated sound understanding of variance analysis.	• did not fully understand the questions set • showed gaps in their knowledge • demonstrated poor exam techniques • gave vague responses that do not show knowledge of topic concerned or case study in question.

Question 1 (a)

Text 1

Envotric plc, based in the Northeast of England, is a specialist manufacturer of car parts. Envotric plc is currently developing a new product to add to its product range – a home charger for electric vehicles (EV). EV home chargers are designed for installation at each customer's address. Unlike most EV home chargers sold in the UK, all the components of the product will be made or sourced from within the UK.

Envotric plc's organisation chart is shown below.



1 Use Text 1.

- (a) Identify the job role with the minimum level of authority to do each task listed in the table below. Tick (✓) **one** box in each row.

Task:	Job role with the minimum level of authority to do the task.		
	Director	Manager	Operative
Authorise payments			
Complete routine tasks as directed			
Decide the growth plan for the company			

[3]

This is a question that most candidates had success in and were given full marks. Candidates who ticked more than one box for each task did not score any marks as these are considered contradictory responses. However, candidates who indicated that a certain job role can perform more than one task were allowed one mark if the correct task was ticked.

Question 1 (b)

(b) Explain **one** reason why Envotric plc has authority protocols.

.....

.....

.....

..... [2]

Most candidates successfully responded to this question. Many candidates commonly referred to delegation or preventing fraud in their responses. Few candidates wrote in context and were able to access the second mark.

Question 1 (c)

(c) Using an example from Envotric plc's organisation chart, explain what is meant by the term 'chain of command'.

.....

.....

.....

..... [2]

Candidates' responses for this question were in the main, less successful. Many responses ignored the opening phrase in the question 'using an example', this prevented them from being given any marks. A non-contextual example was given a maximum of 1 mark. Where candidates did provide an accurate, contextual example, it was often in relation to lines of authority or communication/reporting framework. Where arrows were used in the example, candidates were required to state clearly what the arrows represent somewhere in their response in order to be given any marks.

Exemplar 1

Chain of command explains the order in which of highest responsibility to lowest and who above someone reports to. For example Enviro's chain of command for the finance department would be finance operatives → report to finance manager → report to finance director who reports to shareholders. They are at top of chain of command ~~in comparison~~ with highest responsibility / authority in comparison to finance operatives who are at bottom with lowest responsibility. [2]

This is a contextual response describing the chain of command in the Finance Department as shown in the organisation chart. 'Finance operatives report to finance manager' is sufficient for 2 marks to be given. It shows the chain of command as a reporting framework.

Question 2 (a)

Text 2

Envotric plc has created a project team to continue the development of its EV home charger. Hiro is the Project Manager.

Hiro regularly meets with team members to discuss the progress of the project. During these internal meetings formal reports prepared by various team members are distributed and discussed. Hiro is organising a meeting to discuss the best way to obtain feedback on the company's intended EV home charger design.

2 Use Text 2.

(a) Identify **two** methods that Hiro could use to find out personnel availability for the meeting.

1

2 [2]

Many less successful responses to this question were vague, often referring to emailing or texting members of staff to see if they are available. The question asks for two methods, e.g. checking of diary, rota or work schedule, etc to set a date for the meeting. Few candidates were given full marks.

Question 2 (b)

(b) Identify **two** factors that Hiro should consider when choosing a venue for the meeting.

1

2 [2]

Many less successful candidates did not read the information in the text carefully. This question referred to an internal meeting that Hiro is organising with the project team and thus any responses related to factors to be considered for external meetings (such as location, cost) were not given marks. In addition, some candidates wrote in very vague and generic terms, e.g. availability. These were not given as it was difficult to ascertain exactly what was meant by the term.

Question 2 (c)

(c) Hiro prefers a face-to-face meeting to a virtual meeting. Explain **two** likely reasons for this preference.

- 1
-
-
-
- 2
-
-
-

[4]

This was another question where less successful candidates did not read the question. Many candidates wrote about the drawbacks or limitations of a virtual meeting which were not given marks because the question asked for the reasons why Hiro preferred a face-to-face meeting. Where candidates wrote about interpreting body language/facial expressions, this was given marks if the candidate expressed this in terms of being easier/better to interpret in a face-to-face meeting. The first mark is given for a good/positive feature of face-to-face meetings. Without this feature no marks could be given.

Question 2 (d)

(d) Explain **one** meeting document that needs to be:

- produced before the meeting

Document

Explanation

.....

.....

- drafted during the meeting.

Document

Explanation

.....

.....

[4]

Most candidates were successful in this question, correctly identifying the documents and explaining their purpose showing good understanding of the topic. However, some candidates appeared to have either misinterpreted the question or did not know what 'meeting documents' were. The mark scheme requires a document to be identified accurately for any marks to be given. 'Meeting notes' for example, cannot be given marks as the document is not accurately identified. The same rule applies where no documents are identified on the answer space provided for 'document'.

Question 3 (a)

Text 3

The project team has decided that holding a conference would be the best way to obtain feedback on the company's intended EV home charger design. Sales & Marketing Operatives have invited 500 EV charger installers from all over the UK and continental Europe to the conference. The delegates are all EV home charger installers from small-, medium- and large-sized organisations.

Chamberlain's Hub has been identified as the most suitable venue for the conference in the city centre of Birmingham. It is well known for its luxurious surroundings, uniquely themed conference room and excellent customer service. It is a very popular venue and is often fully booked. Chamberlain's Hub charges a hire fee of £250 per hour for its conference room. A deposit is required to reserve the venue. The deadline for paying the deposit is three months before the conference date.

3 Use Text 3.

- (a) Chamberlain's Hub offers three types of catering package as shown in the report below. Envotric plc has a catering budget for the conference of £19 250 for 500 delegates and 50 members of staff.

Complete the budget variance report for each of the three catering packages.

BUDGET VARIANCE REPORT					
Catering package	Price per person	Total cost (£)	Budget variance (£)	Budget variance (%)	Favourable or adverse?
Light bites	£17.99		£9355.50		
Cold buffet	£33.99	£18 694.50			
Hot buffet	£49.99				

[10]

This question proved to be a good discriminator. While most candidates were able to calculate the total cost and then the budget variance in £ accurately, the budget variance in % proved to be quite a challenge, with many offering no response or an incorrect calculation. Marks given for favourable or adverse variance tended to reflect previous calculations but were generally well scored. Some candidates appeared to have sat the exam without a calculator so marks were lost unnecessarily.

Question 3 (b)

- (b) Hiro has chosen the Cold Buffet catering package. Calculate the total cost payable to Chamberlain's Hub for the catering package and 5 hours' venue hire.

Total cost payable £

[2]

This is one of the most successful questions on the question paper with most candidates scoring full marks.

Question 3 (c)

- (c) Evaluate likely impacts on Envotric plc of failing to reserve the venue by the deadline.

[12]

This 12 mark extended response question proved to be a good discriminator and provided the full range of marks while also assessing analysis and evaluation skills. The question specifically required candidates to evaluate likely impacts, which has been asked in many previous question papers. Where this was done successfully, candidates wrote some excellent contextual responses, often referring to a failure to access quality/quantity of feedback from delegates as a result to not securing the venue. A tarnished reputation, reduced sales/revenue/profit and customer dissatisfaction were among the common themes in the responses. The most successful responses were seen when candidates developed a chain of argument with business-facing analysis. Candidates who wrote at length but did not identify any impacts to start a chain of argument were not given any marks. Some, less successful candidates, identified the impacts without any form of development so were given mark in Level 1. It is therefore vitally important for candidates to read the question carefully. This question asks for likely impacts, so candidates should start their chain of argument by stating a likely impact. A few candidates appeared to have copied the text without attempting to respond to the question.

As in previous sessions there were many comments, e.g. affect sales/profit, etc, which were deemed too vague for analysis marks to be given marks. Once again, final evaluations tended to be superficial and many candidates did not identify the most significant impact followed by a valid justification to achieve Level 4.

Exemplar 2

Design may be faulty = loss of sales

Reputation = May not work with them in future

One impact that Envotric plc may have as a result of failing to reserve the venue by the deadline is that they may not receive feedback for their EV home charger design ~~and~~ - delaying the release of their product. This delay means that they may miss potential customers and sales from customers who currently need EV home chargers.

Another impact that Envotric plc may face as a result of failing to reserve the venue ~~by the~~ by the deadline is a loss of their reputation and relationship with other stakeholders. Sales and marketing have already invited 500 EV home charger installers from the UK and Continental Europe to the conference. If they fail to meet the

deadline for the ~~venue~~ venue, money and time spent on travel and accommodation deposits would have been wasted, negatively impacting the reputation ~~the~~ making Envotric plc seem unreliable and unprofessional leading to a damaged reputation, which could make it more difficult to collaborate and work with ~~the~~ ~~the~~ the invited companies in the future.

I believe that the greatest impact Envotric plc will face as a result of failing to reserve the venue by the deadline is the loss of reputation they will face. Although delaying the release of the EV home charger ~~is~~ ~~is~~ ~~is~~ is bad, Envotric plc has a range of products which are currently making sales. However, if the reputation of the business is damaged, it will be difficult to improve or expand their product range in the future.

This response scored full marks. In the first paragraph Level 1 is given for 'not receive feedback', Level 2 for 'delay launch', 'lose customers' and Level 3 for 'lose sales'.

In the second paragraph Level 1 is given for 'loss of their reputation' and Level 3 for reference to the waste time and money because attendees do not turn up.

The concluding paragraph contains a selection of the greatest impacts - loss of reputation; justification - difficult to expand product range – Level 4. 'Delay release of charger' was identified as the lesser impact; with the justification that the business has other products making sales. Context from the EV charger then allows 12 marks to be given.

Question 4 (a)

Text 4

Azmi, Envotric's Sales & Marketing Manager, has the following three tasks to complete:

- create a training programme to prepare the Sales & Marketing Operatives for the conference
- respond to an important customer's query about potential discount on a large order
- write a report on Envotric plc's competitor behaviour as requested by the Sales & Marketing Director.

4 Use Text 4.

- (a) Explain, using an example from Text 4, **one** factor which Azmi should consider when assigning priorities to the three tasks.

.....

.....

.....

..... [2]

This question was less successfully responded to by most candidates. The mark scheme required a factor to be identified correctly before any marks can be given. Having identified a factor, candidates would then have to match it to one of three tasks given correctly to get the 2nd mark. There was evidence of misinterpretation of the question as some candidates explained why the tasks had to be done in a certain order of priority.

Question 4 (b)

- (b) A questionnaire to collect feedback from delegates at the conference still needs to be drafted. The deadline to complete this task is in a week's time.

State how this deadline can be met if Azmi does not have the time to complete the task.

.....

..... [1]

Candidates responded to this question successfully and most were given the mark.

Question 4 (c)

(c) Produce a questionnaire to be used at the conference to find out delegates' opinions on Envotric plc's new EV home charger. The questionnaire should allow the project team to identify ways to improve the product and find out the best promotional methods for it. Your questionnaire must allow the Sales & Marketing function to:

- contact the delegate for further information
- identify the geographical area(s) the delegate's organisation operates in
- classify the delegate's organisation by size
- include any other relevant information.

You will be assessed on the tone, content and layout of your questionnaire.

Use the space provided on the opposite page for your questionnaire.

You may use the space below to draft your questionnaire. You will not receive any marks for your draft. [12]

This question was successfully responded to with many candidates gaining 8 marks and above. The most common issues with less successful responses were:

- not including 'questionnaire' in the title or the title is missing
- simply requesting contact details and not specifically asking for name, phone number or email address
- asking for 'organisation size' but then failing to provide options of small, medium, large
- questions on promotion often asked for 'favourite method of promotion' rather than the 'best promotion methods to use'.

It was pleasing to note that many candidates understood the tone of the questionnaire. Most candidates were also given the layout mark which required at least four questions to have answer spaces provided.

Question 4 (d)

(d) Identify **two** consumables that would be required to produce hardcopies of the final version of the questionnaire.

1

2 [2]

It appears that a few candidates missed this question out perhaps by failing to turn over the question paper. Despite similar question being asked on several recent question papers, less successful responses referred to computers, printers and photocopiers as consumables.

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