

Cambridge Technicals

Business

Unit 2: Working in business

Level 3 Cambridge Technical in Business
05834 - 05837 & 05878

Mark Scheme for June 2025

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

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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MARKING INSTRUCTIONS**PREPARATION FOR MARKING****RM ASSESSOR**

1. Make sure that you have accessed and completed the relevant training packages for on-screen marking: *RM Assessor Online Training: OCR Essential Guide to Marking*.
2. Make sure that you have read and understood the mark scheme and the question paper for this unit. These are available in RM Assessor
3. Log-in to RM Assessor and mark the **required number** of practice responses (“scripts”) and the **required number** of standardisation responses.

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 RM Assessor 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, email or via the RM Assessor messaging system.
5. **Crossed-Out Responses**
Where a candidate has crossed out a response and provided a clear alternative then the crossed-out response is not marked. Where no alternative response has been provided, examiners may give candidates the benefit of the doubt and mark the crossed-out response where legible.

Rubric Error Responses – Optional Questions

Where candidates have a choice of question across a whole paper or a whole section and have provided more answers than required, then all responses are marked and the highest mark allowable within the rubric is given. Enter a mark for each question answered into RM Assessor, which will select the highest mark from those awarded. *(The underlying assumption is that the candidate has penalised themselves by attempting more questions than necessary in the time allowed.)*

Multiple-Choice Question Responses

When a multiple-choice question has only a single, correct response and a candidate provides two responses (even if one of these responses is correct), then no mark should be awarded (as it is not possible to determine which was the first response selected by the candidate). *When a question requires candidates to select more than one option/multiple options, then local marking arrangements need to ensure consistency of approach.*

Contradictory Responses

When a candidate provides contradictory responses, then no mark should be awarded, even if one of the answers is correct.

Short Answer Questions (requiring only a list by way of a response, usually worth only one mark per response)

Where candidates are required to provide a set number of short answer responses then only the set number of responses should be marked. The response space should be marked from left to right on each line and then line by line until the required number of responses have been considered. The remaining responses should not then be marked. Examiners will have to apply judgement as to whether a 'second response' on a line is a development of the 'first response', rather than a separate, discrete response. *(The underlying assumption is that the candidate is attempting to hedge their bets and therefore getting undue benefit rather than engaging with the question and giving the most relevant/correct responses.)*

Short Answer Questions (requiring a more developed response, worth two or more marks)

If the candidates are required to provide a description of, say, three items or factors and four items or factors are provided, then mark on a similar basis – that is downwards (as it is unlikely in this situation that a candidate will provide more than one response in each section of the response space).

Longer Answer Questions (requiring a developed response)

Where candidates have provided two (or more) responses to a medium or high tariff question which only required a single (developed) response and not crossed out the first response, then only the first response should be marked. Examiners will need to apply professional judgement as to whether the second (or a subsequent) response is a 'new start' or simply a poorly expressed continuation of the first response.

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 the annotation 'SEEN' to confirm that the work has been seen and mark any responses using the annotations in section 11.
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 any way 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 is not an attempt at the question.

Note: Award 0 marks – for an attempt that earns no credit (including copying out the question).

8. The RM Assessor **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.**
9. *Assistant Examiners will send a brief report on the performance of candidates to their Team Leader (Supervisor) via email by the end of the marking period. The report should contain notes on particular strengths displayed as well as common errors or weaknesses. Constructive criticism of the question paper/mark scheme is also appreciated.*
10. For answers marked by levels of response: Not applicable in F501
To determine the level – start at the highest level and work down until you reach the level that matches the answer

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

11. For annotations: See subject-specific marking instructions item **2, below**.

Subject-specific marking instructions

- 12-mark Level of Response marked questions are to be marked over 4 levels:
Level 1 knowledge, Level 2 understanding, Level 3 analysis, Level 4 evaluation.

NB: L1 responses can be analysed to proceed directly to L3.

L3 analysis is always required before L4 can be accessed.

2. Annotations

Annotation	Meaning	Annotation	Meaning
	Tick – correct, mark awarded		Level 1 (Knowledge)
	Cross – incorrect, mark not awarded		Level 2 (Understanding)

	Meaning of response unclear		Level 3 (Analysis)
	Not answered question		Level 4 (Evaluation)
	Too vague		Response is contextual
	Benefit of doubt		Noted but no credit given
	Same point repeated		Blank page
	Own figure rule		Highlight

Question			Answer	Marks	Guidance																
1	(a)		Indicative content: <table><tr><td>Task</td><td>Director</td><td>Manager</td><td>Operative</td></tr><tr><td>Authorise payments</td><td></td><td>✓</td><td></td></tr><tr><td>Complete routine tasks</td><td></td><td></td><td>✓</td></tr><tr><td>Decide on growth plan</td><td>✓</td><td></td><td></td></tr></table>	Task	Director	Manager	Operative	Authorise payments		✓		Complete routine tasks			✓	Decide on growth plan	✓			3	One mark for each identification to a maximum of three identifications. NB If there are two or more ticks for a particular task/row, do not award.
Task	Director	Manager	Operative																		
Authorise payments		✓																			
Complete routine tasks			✓																		
Decide on growth plan	✓																				
1	(b)		Responses include: - delegation <u>checking</u> (for errors) - fraud - protection of data/information/customer address. Exemplar: So that tasks can be delegated (1). So that the HR manager can delegate tasks to the HR Operatives (CONT) (2). To limit who can access customer addresses (CONT) (2). So that the Finance Manager (CONT) can check the accuracy of invoices (2).	2	In each case, award: Two marks for a contextual answer (CONT annotation required). OR One mark for a non-contextual answer. Context includes: car, manufacturer, EV, chargers, installers, organisation chart, 3 levels (of authority), customer's address, project, conference, Chamberlain's Hub, Birmingham, Europe, Finance manager, shareholder, etc. NB accept abbreviations e.g. R&D, HR. NB do not accept 'Sales Manager', 'sales and marketing Manager' would be required NB not 'prevent' errors (0), 'stop hacking' (0). However, '<u>protect data</u> from being hacked' (1).																

1	(c)	Chain of command shows vertical communication pathway, reporting structure, line of authority and responsibilities. Exemplar responses: Human Resources operatives report to the Human Resources Manager (2). Production Director gives instructions to the Production Manager (2). The shareholders have authority over the <u>Sales</u> and <u>Marketing</u> Director (2). Finance Manager can delegate to the Finance Operatives (2). R&D operatives communicate to the R&D Manager (2). The HR Manager is responsible for the HR Operatives (2). It shows the reporting pathway e.g. R&D operatives → R&D Manager (2). HR Director → HR Manager. The director commands the manager (2). Finance Manager can delegate to the Operatives (1) – <i>no cont.</i> The Manager is responsible for the Operatives (1) – <i>no cont.</i> Shareholders pass information on to directors (1) – <i>no cont.</i> Finance Director communicates with Finance Operatives (0) – <i>should be Finance Manager.</i> Shareholders can pass down responsibilities to the Finance Director (0) – <i>can't pass on responsibility.</i>	2	In each case, award: Two marks for an example from Envotric (CONT annotation required). OR One mark for a theoretical example. NB for authority, accept 'command', 'delegate'. NB responsibilities cannot be passed down. NB do not accept 'power' or 'accountability'.
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Question			Answer	Marks	Guidance
2	(a)		Indicative content: - diary - electronic diary - rosters/rota/timetables/schedule - calendar/wall planner (meeting) scheduling software.	2	One mark for each identification to a maximum of two identifications.
2	(b)		Indicative content: - size/capacity, number of attendees - special requirements/accessibility/facilities/resources e.g. IT equipment - catering services - availability of venue.	2	One mark for each identification to a maximum of two identifications.
2	(c)		Responses include: <u>better/easier</u> observation of body language/facial expressions/ non-verbal communication - avoids technological issues e.g. no internet connection issues, no equipment required - able to touch/feel objects/give <u>hard copies</u>. Exemplar response: It allows for <u>better</u> observation of body language (1) , this improves understanding (+1) . The quality of communication is better (+1) as there is no interference due to unstable internet connection (1) . Virtual meetings rely on technology which may lead to poor quality of communication (0) .	4	One mark for each identification up to a maximum of two identifications plus one mark for each of two benefits. First mark is awarded for a good feature of face-to-face meetings. Without this feature no marks should be awarded. Second mark is awarded for the benefit of a good feature identified. Do not award 'more professional', 'personal (interaction)', 'more connected', 'more reliable', TV. For the explanation accept 'smoother', 'can continue', 'on track', 'eliminating time lag', 'avoid interference/disruptions'.

Question		Answer	Marks	Guidance
2	(d)	Indicative content: - produced before the meeting: - notice (1) of meeting e.g. date/time/venue of meeting - agenda (1) e.g. to confirm/prepare for topics to be discussed (attendance) register/attendance list (1) e.g. a list of people invited - drafted during the meeting: - minutes (1) e.g. topics discussed, record of meeting Exemplar responses: Before: Notice (1) of meeting. This informs participants of the <u>date/time/venue</u> of meeting (+1). Agenda (1). This informs participants of what will be discussed in the meeting (+1). Register (1) is a record of who is expected to attend the meeting (+1). During: Minutes (1). A record of the meeting (+1).	4	In each case, award: One mark for each correct identification plus a further mark for development. No marks can be awarded without a correct identification on the 'document' line.

Question			Answer	Marks	Guidance																				
3	(a)		Indicative content:	10	One mark for each correct answer, to a maximum of ten marks. Pound/percentage signs not required. Ignore +/- signs for variance (£). Light Bites - award any number from 48.6 to 49. Cold Buffet - award any number from 2.8 to 3. Hot Buffet - award any number from 42.8 to 43.																				
			<table><tr><td>Price per delegate</td><td>Total (£)</td><td>Variance (£)</td><td>Variance (%)</td><td>Fav/Adv</td></tr><tr><td>Light bites £17.99</td><td>9894.5 (1)</td><td></td><td>48.6 (1)</td><td>F (1)</td></tr><tr><td>Cold Buffet £33.99</td><td></td><td>555.5 (1)</td><td>2. 88571 (1)</td><td>F (1)</td></tr><tr><td>Hot buffet £49.99</td><td>27494.5 (1)</td><td>8244.5 (1)</td><td>42.828571 (1)</td><td>A (1)</td></tr></table>			Price per delegate	Total (£)	Variance (£)	Variance (%)	Fav/Adv	Light bites £17.99	9894.5 (1)		48.6 (1)	F (1)	Cold Buffet £33.99		555.5 (1)	2. 88571 (1)	F (1)	Hot buffet £49.99	27494.5 (1)	8244.5 (1)	42.828571 (1)	A (1)
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Hot buffet £49.99	27494.5 (1)	8244.5 (1)	42.828571 (1)	A (1)																					
3	(b)		Indicative content: Total payable = (5 x £250) + £18694.50 = £1250 + £18694.50 = £19944.50	2	Up to two marks. Award full marks for 19944.5, if seen; unless another answer is written on the dotted line (in which case award max 1). Else award: Max 1 mark for 1250 or 18694.5 , if seen.																				

Question		Answer	Marks	Guidance
3	(c)	Responses include: • reduce quality/quantity of feedback • failure to meet objective • waste money • increased cost • waste time • increased time commitment • reduced sales • reduced revenue • reduced market share • lower profit • reduced cashflow • customer dissatisfaction/lower customer satisfaction • tarnished reputation • tarnished image • <u>bad</u> word of mouth/publicity/reviews. Exemplar response: Eg By not booking on time the cost may increase (L1) because the alternative venue is more expensive (L2). This may result in the business going over the budget set (L3). More time will be wasted (L1) to sort out the problems of failing to meet the deadline. This time could have been spent on improving the EV charger (L3). Overall, the most significant impact is that Envotric plc will be wasting more time looking for an alternative venue. This may delay the launch of the EV charger (CONT) (L4). This is more serious than having to book a very expensive venue because the increase in cost will not reduce the potential sales of the new product (L4).	12	Levels of response Level 4 (10 - 12 marks) Candidate evaluates likely impacts of failing to reserve the venue by the deadline. Level 3 (7 - 9 marks) Candidate analyses likely impact(s) of failing to reserve the venue by the deadline. Level 2 (4 – 6 marks) Candidate explains likely impact(s) of failing to reserve the venue by the deadline. Level 1 (1 – 3 marks) Candidate identifies likely impact(s) of failing to reserve the venue by the deadline. L1 – identifies an impact to business of failing to meet deadline. L2 – cause of L1 or development of L1 point which falls short of being analytical (i.e. is stakeholder-facing or a consequence (rather than impact) on the business). Do not award the business will be viewed as disorganised/unprofessional, annotate TV. L3 – analysis which is business-facing i.e. a impact to the business of identified impact in L1. Link between L1, L2 and L3 required.

3	(c)		L3 examples include: damage to reputation, lower profits/sales, reduced cash flow, opportunity cost, lose investors, go over budget, waste time/money, decrease output/productivity, etc. NB: Max one L3 per L1/L2 point. L4 evaluation – an overall judgement of which is the most serious impact plus justification (accept L1, L2 or L3 points). Award 10 marks for a <u>selection</u> of which impact is worst with <u>justification</u> but no context. Award 11 marks for a <u>selection</u> of which impact is worst with <u>justification</u> and context. Award 12 marks for a <u>selection</u> of which impact is worst with <u>justification</u> that includes why another is of <u>lower priority including context</u>. NB 2 x L1 needed for a comparison to be possible. NB: Justification needs to be a disadvantage for the business. The justification for the rejected option (12 marks) can be a reason. Context includes: car, manufacturer, EV, chargers, installers, organisation chart, 3 levels (of authority), customer's address, project, conference, Chamberlain's Hub, Birmingham, Europe, Finance manager, shareholder, etc. Do not award 'feedback' as context.
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Question			Answer	Marks	Guidance																		
4	(a)		Indicative content: <table><tr><th>Factor</th><th>Task</th></tr><tr><td><u>Urgency</u></td><td>Task 1</td></tr><tr><td><u>Interactivity</u></td><td>Task 1</td></tr><tr><td><u>Complexity</u></td><td>Task 1</td></tr><tr><td>Resource constraints/available</td><td>Task 1</td></tr><tr><td>Suitability for <u>delegation</u></td><td>Task 1</td></tr><tr><td><u>Importance</u></td><td>Task 2</td></tr><tr><td><u>Significance</u> of originator</td><td>Task 3</td></tr><tr><td>Time/duration required to complete task</td><td>Task 3</td></tr></table>	Factor	Task	<u>Urgency</u>	Task 1	<u>Interactivity</u>	Task 1	<u>Complexity</u>	Task 1	Resource constraints/available	Task 1	Suitability for <u>delegation</u>	Task 1	<u>Importance</u>	Task 2	<u>Significance</u> of originator	Task 3	Time/duration required to complete task	Task 3	2	One mark for identification of a factor, plus a further one mark for a corresponding task from Text 4. Factors must be identified for marks to be awarded. Tasks alone are not awardable. NB mark first correct factor and first task, if they match then award two marks, if not, award one mark. NB Take care with ‘time’, must refer to duration or how much time the task takes. Do not award ‘how much time Azmi has’. NB no marks for task prioritisation, NAQ. Task 1 Create a training programme to prepare the Sale and Marketing Operatives for the conference. Task 2 Respond to an important customer’s query about potential discount on a large order. Task 3 Write a report on Envotric plc’s competitive behaviour as requested by the Sales and Marketing Director.
Factor	Task																						
<u>Urgency</u>	Task 1																						
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<u>Significance</u> of originator	Task 3																						
Time/duration required to complete task	Task 3																						

Question			Answer	Marks	Guidance
4	(b)		Responses include: • delegate • pass task <u>down</u> • allocate/pass task to a <u>subordinate/Sales & Marketing operative</u>.	1	One mark for a correct identification. NB 'Assign a task to <u>another</u> employee' TV. Must explicitly be an employee of lower rank. NB 'Delegate' means to assign a task to a subordinate, therefore it is entirely sufficient to award the mark.

Question		Answer	Marks	Guidance
4	(c)	Indicative content: 1. title must contain the word <u>Questionnaire</u> (1) 2. Envotric plc (1) 3. Electric Vehicle/EV <u>home</u> charger (1) 4. question asking for delegate name (1) 5. question asking for (phone) number (1) 6. question asking for email (1) 7. question on whether delegates are from <u>small</u>, <u>medium</u> or <u>large</u> organisations (1) 8. question on <u>geographical</u> area(s) of <u>operation</u> (1) 9. question on how (the product) could be improved/changed (1) 10. question on how the product could be promoted (1) 11. tone – end the questionnaire by saying <u>thank you</u> (1) 12. layout - spaces indicated for at least four questions must have spaces e.g. boxes, lines, colons, etc (1).	12	Up to 12 marks. This question assesses content, tone and layout. Candidates should not be penalised for errors of spelling, punctuation, grammar or sentence construction. NB 1 position of title must be above questions. It must be clear that it is a title and not a word from an opening introduction. NB 2 'Envotric plc' needs to be transcribed correctly. This can be awarded anywhere in the answer. NB 4 Delegate name, not the name of their business. NB 5/6 Do not accept contact details, TV. NB 7 Categories of small, medium and large are required. NB 9/10 These must be questions and not part of the introduction of the questionnaire. NB 10 Do not award 'what is your favourite method of promotion'; question must relate to the promotion of EV home chargers. NB 11 'Thank you' must be near the bottom.

Question			Answer	Marks	Guidance
4	(d)		Indicative content: • paper • ink/toner • typesetting.	2	One mark for each identification up to a maximum of two identifications. NB Do not accept 'card'.