



Level 3 Technical Level ENTERTAINMENT TECHNOLOGY M/507/6610

Unit 1 Business for Video Games

Mark scheme

January 2019

Version: 1.1 Final



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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 Assessment Writer.

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.

Further copies of this mark scheme are available from aqa.org.uk

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.

The following list indicates the correct answers to be used in marking candidates' responses to the multiple choice questions.

KEY LIST

01	D
02	C
03	B
04	C
05	D
06	D
07	D
08	A

0	9
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Name three first party publishers and three third party publishers.

[6 marks]

1 mark (up to 3) for each correct first party publisher

Examples: Sony, Microsoft, Nintendo

1 mark (up to 3) for each correct third party publisher

Examples: EA, Activision, Namco Bandai, Raw Fury, Devolver

1	0
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Give three examples of events that a developer would typically track in a game.

Explain why these events are tracked.

[6 marks]

1 mark (up to 3) for each valid event example

1 mark (up to 3) for each correct explanation of what the event example is useful for

Examples:

- Track Daily Active Users to see how many players are playing the game each day, over time
- Track when a player stops playing the game, to see where players get bored or stuck to improve the game
- Track items users purchase, to be able to improve the monetisation of the game.

1 1

State two types of business model for games.**Explain one advantage and one disadvantage of each business model stated.****[6 marks]****1 mark (up to 2)** for each type of correct business model stated.

Examples:

- Free to play/in app purchases
- Premium
- Subscription

Or any other suitable business model.

1 mark (up to 4) for each correct advantage and disadvantage against each business model (max 1 advantage and 1 disadvantage per business model)

Examples:

- Premium is an advantage because players buy upfront and make money early, but is a disadvantage because charging players upfront is a barrier to entry, thus reducing the number of players for the game
- Free to play with in app purchases is an advantage because it is easy for players to start playing your game, but a disadvantage because it can take time to get revenue from players
- Subscription is an advantage because players commit to ongoing payments, but is a disadvantage because charging players in this way is a barrier to entry.

Allow any other suitable advantages or disadvantages.

1 2

State three ways the UK government supports the games industry.**Explain the intended outcomes of this support.****[6 marks]****1 mark (up to 3)** for each support identified**1 mark (up to 3)** for each correct intended outcome explained

Examples:

- Video Games Tax Relief – this gives money back to developers against money they spend on developing their games
- R&D tax credits – this gives money back to developers for money they spend on technical innovation
- SEIS/EIS – this gives tax incentives to investors, therefore encouraging investment into games businesses.

1	3
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State what the following roles involve:

- **UX designer**
- **Engine programmer**
- **Producer**
- **Data analyst**
- **Product owner**
- **Game designer**

[6 marks]

1 mark (up to 6) per correct explanation of each role.

Examples:

- UX designer – designs the user experience flow of the game, including menu screens, first time user experience, buttons
- Engine programmer – develops the game engine on which the game is built
- Producer – manages the production of the game, including schedule and budget
- Data analyst – analyses data gathered from the game, communicates what that means to the team to help improve the game
- Product owner – responsible for holding and delivering the product vision, overseeing the development team, working with other departments such as marketing
- Game designer – responsible for designing the mechanics of the game, how it works, the game loops.

Accept any other acceptable answers

1 4 . 1 State three differences between what the project financiers and equity investors will look for.

[3 marks]

1 mark (up to 3) for each difference stated

Examples:

- A project financier will focus on the game, whereas an equity investor will focus on the company
- An equity investor is investing for the long term and will make money through dividends or selling, whereas a project financier gets revenues directly from the game they finance
- An equity investor will take shares in the company, from which they will get their profit, whereas a project financier will often set up a new company to hold the project IP and they will take shares in that instead
- A project financier will focus on the budget and revenue potential for the game they are financing, whereas an equity investor will focus on the company accounts
- A project financier cares primarily about how much profit the game will make, whereas the equity investor cares about how much profit the business will make as a whole.

1 4 . 2 State three similarities between what the project financiers and equity investors will look for.

[3 marks]

1 mark (up to 3) for each difference stated

Examples:

- Both types of financiers will want to be able to trust in the team because they need to know they can deliver their games, but also can run the business effectively
- Both types of financiers will want to understand the rate of return that they will receive from their investment
- Both types of financiers will want to ensure that adequate risk management and contingency plans are in place.

1	5
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Explain the difference between an 'indie' PC game, 'Triple A' console game and a 'casual' mobile game.

Advise the games investor on the typical minimum and maximum development cost of each game as a commercial project.

[6 marks]

1 mark (up to 3) per correct explanation of each game type.

Acceptable answers should be accepted.

Examples:

- PC indie game – they are often made by small teams, usually premium, often single player, can be many different genres but narrative or puzzle games, short play times
- Triple A console game – high quality, made by huge teams of hundreds of people, high risk so often based on existing IP. Sell on disc but also now digitally, usually premium with extra payable content released after launch
- Casual mobile game – usually free to play, usually made by medium size teams, genres vary but often puzzle games.

1 mark (up to 3) for each correct min/max cost per type.

Examples:

- Indie PC game from tens of thousands of pounds to around £1m
- Triple A console game from £50m to £200m
- Casual mobile game from hundreds of thousands to low millions.

Or any other reasonable min/max figures.

1 6 . 1 Evaluate the suitability of the salaries and roles that are proposed.

In your answer you should:

- consider whether the proposed salaries are realistic and competitive.
- propose any further roles that might be required and their salaries.

[8 marks]

Quality of response Level	An answer that shows:	Max 8 marks
3	Clear understanding of the breakdown of a team including seniority levels, types of roles required to make a complete team, and the associated salaries. Also shows understanding of what a living salary is and how founders will be expected to pay themselves well enough to live, but not too much, by investors.	6–8 marks
2	Some understanding shown of how seniority of roles relates to salary and the salary amounts that can be expected for those roles. May also be able to identify any missing roles or issues with existing roles.	3–5 marks
1	Basic understanding of how some of the salaries are incorrect.	1–2 marks
0	Nothing worthy of credit	0 marks

Indicative content

- There is no senior artist within the founding team, or the proposed hires, therefore this is a missing role.
- They need someone to manage the community, so they likely need to hire a community manager, on a salary of £25 000.
- Founders should pay themselves enough to live on without worrying, so their salaries should be higher, for example £30 000, but not too high that the investors will think they are taking all of the money for themselves.
- Programmers tend to earn more than artists, so the three programmers should be earning more like £30 000, not £18 000, and the two artists, should earn more like £25 000.
- Lead roles should be paid more than the more junior roles, so the lead programmer should be earning more like £40 000.

- 1 6 . 2** Evaluate how long the money they have raised is likely to last and propose how they could change their plans to enable them to complete their first game. [7 marks]

Quality of response Level	An answer that:	Max 7 marks
3	Clear ability to put together a budget, draw conclusions, and present changes that would enable the team to complete their first game, showing an understanding of the challenges the team face in making those changes.	5–7 marks
2	Able to conclude that there is not enough money to complete the game. Some ability shown to offer ways that plans could be changed to complete the first game.	3–4 marks
1	Basic ability to calculate how long the money is going to last, based on the basic changes to the proposed salaries that they made in 16.1.	1–2 marks
0	Nothing worthy of credit	0 marks

Indicative content

- The money is only going to last 6 months with the team that they have, yet the game is going to take 12 months.
- To enable the team to complete the game, they may need to change the game they are going to make and make a smaller game, which would require less staff. This may be challenging if they have already sold the vision of their first game to their investors.
- To enable the team to complete the game, they may need to find a publisher who will also partly fund the game. As publishers often don't come on board until the game is quite far into production, the team may need to use their existing funding to develop the game to beta, then approach publishers for funding to help complete the game.

1 7

Identify five key personal skills that the founders could improve on to enable them to successfully manage people. Explain how they would improve on these skills. Explain how and when these skills should be applied. Give examples in your answer.

[15 marks]

Quality of response Level	An answer that:	Max 15 marks
3	Fully identifies key personal skills and provides a detailed explanation, showing excellent understanding of how they could improve on these skills and how and when they should be applied. Relevant examples provided for each skill.	11-15 marks
2	Identifies key personal skills and provides an explanation, showing some understanding of how they could improve on these skills and how and when they should be applied. Some examples provided.	6-10 marks
1	Identifies some of the key skills but explanation is limited, showing little understanding of how they could improve on these skills and how and when they can be applied. Examples are lacking or may be out of context.	1-5 marks
0	Nothing worthy of credit	0 marks

Indicative content

- Some examples of key skills are:
 - delegation, which is about entrusting people with a task, rather than micromanaging them
 - leadership which is about having a vision, inspiring people to follow you and believe in your vision
 - management, which is about directing people to deliver the tasks required of them, establish processes, execute a vision
 - HR skills, which is about understanding how to manage the legal requirements of HR within a business.
- To learn these skills, the founders may need to go on training courses, or find mentors who have been through a similar thing. To cover legal requirements for HR, the founders may be able to find this information online and learn what they need to know that way.
- Delegation will need to be applied particularly when they hire senior members of staff who are responsible for areas of the business and other members of the team. It will be crucial to use delegation to empower these team members as soon as they are hired.
- It will be important to have HR processes in place before they start to hire people and grow the team, as otherwise it will be difficult to implement, and could result in legal problems.
- Leadership is needed to support the existing team with the changes that are going to happen as the team grows. It is important that all the existing and new team members buy into the vision for the company, to help with motivation and retention.

Assessment Outcome

Question	Assessment Outcome 1	Assessment Outcome 2	Assessment Outcome 3	Assessment Outcome 4	Question Total
Section A					
1	1				1
2	1				1
3	1				1
4	1				1
5			1		1
6			1		1
7				1	1
8		1			1
9				6	6
10				6	6
11			6		6
12		6			6
13			6		6
14		6			6
15			6		6
Section B					
16	15				15
17				15	15
Totals	19	13	20	28	80