



**ADVANCED**  
**General Certificate of Education**  
**January 2011**

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## **Business Studies**

Assessment Unit A2 2

*assessing*

The Changing Business Environment

**[AT221]**

**MONDAY 31 JANUARY, AFTERNOON**

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**MARK  
SCHEME**

**AO1: Demonstrate knowledge and understanding of concepts and issues relating to the report.**

AVAILABLE  
MARKS

<b>Level 0</b>	<b>[0]</b>	No knowledge and understanding.
<b>Level 1</b>	<b>[1]–[4]</b>	Little knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes limited use of specialist terms.
<b>Level 2</b>	<b>[5]–[8]</b>	Some knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes satisfactory use of specialist terms when appropriate.
<b>Level 3</b>	<b>[9]–[12]</b>	Good knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes good use of specialist terms when appropriate.
<b>Level 4</b>	<b>[13]–[16]</b>	Excellent knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes excellent use of specialist terms when appropriate.

Candidates cannot achieve the top band if the report is not in an appropriate format.

Report format should be:

**Title** – “Management/Employee Buy-Out at Fresh Meats Ltd. – the way forward?”.

**Aim** – The aim of the report is to examine the main issues surrounding the proposed management/employee buy-out of Fresh Meats Ltd., analyse and evaluate the implications of the proposed buy-out and draw conclusions as to whether the buy-out should proceed.

**Introduction** – Should set the scene by briefly describing the current situation regarding Fresh Meats Ltd. and explain how the report intends to achieve its aims.

**Analysis/Discussion** – This section should highlight the issues involved in the proposed management/employee buy-out. Issues and implications should be discussed here and connections made between theory and stimulus material.

**Conclusions/Evaluation** – Candidates should evaluate the advantages and disadvantages of the proposed management/employee buy-out. A final judgement on the best course of action should be arrived at and recommendations should be made to the management team of Fresh Meats Ltd.

Knowledge and understanding demonstrated in this report might include: stakeholders, ethics, management of change, economic growth/recession, innovation, sustainable development, employment, management/employee buy-out and business confidence. [16]

**AO2: Apply knowledge and understanding to problems and issues relating to the report.**

AVAILABLE  
MARKS

<b>Level 0</b>	<b>[0]</b>	No evidence that knowledge and initial understanding has been applied.
<b>Level 1</b>	<b>[1]–[6]</b>	Little evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[7]–[11]</b>	Some evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[12]–[16]</b>	Good evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[17]–[21]</b>	Comprehensive evidence that excellent knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.

Candidates should draw on information presented in the case study. They must apply their knowledge and understanding to select relevant information in order to analyse the issues associated with the proposed management/employee buy-out and evaluate the advantages and disadvantages of the various options to the stakeholders of Fresh Meats Ltd.

Information selected might include evidence relating to lamb production and processing, the overall economic situation, supplier/customer relationships, international opportunities and the concerns of different stakeholder groups.

[21]

**AO3: Analyse problems, issues and situations relating to the report.**AVAILABLE  
MARKS

<b>Level 0</b>	<b>[0]</b>	No analysis of the problems, issues and situations.
<b>Level 1</b>	<b>[1]–[5]</b>	Little analysis of the problems, issues and situations relevant to the report. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[6]–[10]</b>	Some analysis of the problems, issues and situations relevant to the report. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[11]–[15]</b>	Good analysis of the problems, issues and situations relevant to the report. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[16]–[19]</b>	Comprehensive analysis of the problems, issues and situations relevant to the report. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.

Candidates must analyse the selected information in order to gain a full awareness of the industry. They should proceed to discuss the implications of the proposed management/employee buy-out of Fresh Meats Ltd. Information selected and analysed should include:

- issues of importance to the buy-out team, e.g. profitability, employment, corporate image, demand and supply, operational efficiency, supplier relationships and customer confidence;
- implications of proposed management/employee buy-out of Fresh Meats Ltd. on owners, management, workforce, suppliers, customers, government agencies, community and other businesses. [19]

**AO4: Evaluate, distinguish between and assess appropriateness of fact and opinion, and judge information from a variety of sources.**

<b>Level 0</b>	<b>[0]</b>	No evaluation of the evidence.
<b>Level 1</b>	<b>[1]–[6]</b>	Little evaluation of all the evidence to arrive at reasoned and valid conclusions. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[7]–[12]</b>	Some evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[13]–[18]</b>	Good evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[19]–[24]</b>	Comprehensive evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. The answer is organised in a clear and coherent manner.

Candidates should draw conclusions, based on their analysis of the issues regarding the proposed management/employee buy-out of Fresh Meats Ltd. They must use different sources from the case study and be able to show that they know the difference between fact and opinions. In the evaluation they must show both the positive and negative sides of options considered and they must make a final judgement regarding the options available. In reaching their judgement candidates should recognise the conflicts between the different stakeholders of Fresh Meats Ltd. Candidates should also make realistic recommendations to the management team.

[24]

**Total**AVAILABLE  
MARKS

80

**80**