



ADVANCED
General Certificate of Education
2018

Business Studies

Assessment Unit A2 2

assessing

The Changing Business Environment

[AT221]

MONDAY 11 JUNE, AFTERNOON

**MARK
SCHEME**

General Marking Instructions

Introduction

Mark schemes are published to assist teachers and students in their preparation for examinations. Through the mark schemes teachers and students will be able to see what examiners are looking for in response to questions and exactly where the marks have been awarded. The publishing of the mark schemes may help to show that examiners are not concerned about finding out what a student does not know but rather with rewarding students for what they do know.

The Purpose of Mark Schemes

Examination papers are set and revised by teams of examiners and revisers appointed by the Council. The teams of examiners and revisers include experienced teachers who are familiar with the level and standards expected of students in schools and colleges.

The job of the examiners is to set the questions and the mark schemes; and the job of the revisers is to review the questions and mark schemes commenting on a large range of issues about which they must be satisfied before the question papers and mark schemes are finalised.

The questions and the mark schemes are developed in association with each other so that the issues of differentiation and positive achievement can be addressed right from the start. Mark schemes, therefore, are regarded as part of an integral process which begins with the setting of questions and ends with the marking of the examination.

The main purpose of the mark scheme is to provide a uniform basis for the marking process so that all the markers are following exactly the same instructions and making the same judgements in so far as this is possible. Before marking begins a standardising meeting is held where all the markers are briefed using the mark scheme and samples of the students' work in the form of scripts. Consideration is also given at this stage to any comments on the operational papers received from teachers and their organisations. During this meeting, and up to and including the end of the marking, there is provision for amendments to be made to the mark scheme. What is published represents this final form of the mark scheme.

It is important to recognise that in some cases there may well be other correct responses which are equally acceptable to those published: the mark scheme can only cover those responses which emerged in the examination. There may also be instances where certain judgements may have to be left to the experience of the examiner, for example, where there is no absolute correct response – all teachers will be familiar with making such judgements.

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

Level 0	[0]	No knowledge and understanding.
Level 1	[1]–[4]	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.
Level 2	[5]–[8]	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.
Level 3	[9]–[12]	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.
Level 4	[13]–[16]	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.

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Report format should be:	
Title	George Best Belfast City Airport Ltd Runway Extension – The Way Forward
Aim	The aim of the report is to examine whether or not the management team in George Best Belfast City Airport Ltd should proceed with the runway extension in order to achieve a key business objective.
Introduction	The introduction should set the scene by briefly describing George Best Belfast City Airport's current situation by reviewing the stimulus commentary sources and state the facts based on the sources. The introduction will explain how the report intends to achieve its aims.
Analysis and discussion of findings	This should examine the threats/opportunities faced by George Best Belfast City Airport Ltd from all the sources given and identify the issues faced by management by discussing the reasons/benefits/drawbacks of each.
Conclusions/ Evaluations	The report should evaluate the main points from all their sources and come to a final judgement as to whether George Best Belfast City Airport Ltd can achieve its key business objective, by a runway extension.
Recommendations	The report should make recommendations to the management of George Best Belfast City Airport Ltd as to how it can achieve its key business objective, the future growth of its business operations, by a runway extension.

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Knowledge and understanding demonstrated in this report might include:

Business Objectives, marketing mix, financial applications, pressure groups, government economic policy, business ethics, corporate social responsibility, stakeholders, causes and effects of change in business, reasons for resistance to change, managing change effectively.

AO2: Apply knowledge and understanding to problems and issues relating to the report.**AVAILABLE
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Level 0	[0]	No evidence that knowledge and critical understanding has been applied.
Level 1	[1]–[6]	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.
Level 2	[7]–[11]	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 use of 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 purpose of the question. The answer is organised in a satisfactory manner.
Level 3	[12]–[16]	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 use of spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.
Level 4	[17]–[20]	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 purpose of the question. Answer is organised in a clear and coherent manner.

Candidates should draw on the information presented in the case study. They must apply their knowledge and understanding to select that information relevant to effectively assess the issues related to a runway extension at George Best Belfast City Airport, and explain/analyse the options available. They must also apply their knowledge/understanding to consider recommendations for the management of George Best Belfast City Airport.

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

Level 0	[0]	No analysis of the problems, issues and situations.
Level 1	[1]–[6]	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.
Level 2	[7]–[11]	Some analysis of the problems, issues and situations relevant to the report. Candidate demonstrates satisfactory use of 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 purpose of the question. The answer is organised in a satisfactory manner.
Level 3	[12]–[16]	Good analysis of the problems, issues and situations relevant to the report. Candidate demonstrates good use of spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.
Level 4	[17]–[20]	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 purpose of the question. Answer is organised in a clear and coherent manner.

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Candidates must analyse the selected information in order to gain a full awareness of the extent of the issues facing George Best Belfast City Airport Ltd in relation to a runway extension. Analyse arguments for/against George Best Belfast City Airport's ability to achieve its key business objective.

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

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Level 0	[0]	No evaluation of evidence.
Level 1	[1]–[6]	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.
Level 2	[7]–[12]	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 purpose of the question. The answer is organised in a satisfactory manner.
Level 3	[13]–[18]	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 appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.
Level 4	[19]–[24]	Comprehensive evaluation of 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 purpose of the question. Answer is organised in a clear and coherent manner.

Candidates should draw conclusions, and evaluate the arguments presented throughout the stimulus material and make recommendations as appropriate.

Candidates 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 the options being considered and they must make a final judgement.

Candidates should also make realistic recommendations based on their conclusions for the attention of the management of George Best Belfast City Airport in respect of issues related to the runway extension.

Arguments in favour of George Best Belfast City Airport' ability to achieve its key objective by way of a runway extension:

- Allowing flights outside the hours of 9.30 pm and 6.30 am which will ultimately allow for increased traffic, increased landing fees and profits.
- Redesigned/Lengthened Runway which will facilitate increased number of flights and larger planes increasing landing fees, increasing profits.
- Increased number of airlines using the airport which will ultimately increase passenger numbers using the airport's car parks and rentals, increasing its profits.

- Increased number of destinations which will ultimately increase passenger numbers using the airport, increasing profits.
- The removal of Airport Passenger Duty (A.P.D.) in Northern Ireland will ultimately make it a level playing field with Dublin Airport and the 500 000 passengers now flying out of Dublin will be attracted back to Northern Ireland airports including Belfast, thus increasing its profits.

Arguments against George Best Belfast City Airport' ability to achieve its key objective.

- Increased environmental pollution.
- The increase of noise controls will ultimately reduce the number of noise complaints. This could have major costs to the airport to reduce noise levels.
- The airport financial statements show a net profit of £1.231m, 6% on a Sales Revenue of £19.7m in 2013 as against losses of £1.783m in 2012. The airport needs to increase its profits to keep the shareholders on board. The airport needs to expand to grow its profits.
- Increased passenger numbers in future may yield negative PR.
- Conflicting stakeholder objectives are prevalent.

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