

Examiners' Report

June 2023

International Advanced Level Business WBS11 01

Introduction

The format of the paper was the same as all the previous series. The paper is split into three sections. Sections A and B have a combination of short and longer questions ranging from 2-10 marks. Section C had one 20 mark essay-style question.

In general, candidates appeared to be well prepared for most of the topic areas on this paper and a lack of basic knowledge did not appear to be an issue. The paper was on the whole well answered by candidates, with many able to use the evidence provided in order to answer most of the questions. More successful candidates were also able to write balanced arguments with logical chains of reasoning, making effective use of the case studies.

However, it seemed more prevalent in this paper than previous ones that many students did not read the question carefully enough. Question 2d required student to write about the advantages of conducting a survey using family and friends of a given business. In response, less able students simply wrote generically about surveys or advantages of primary research. Students should read the question more than once and focus on all elements of the question.

Students generally performed better on sections A and B than the 20 mark essay style question in section C. There were very few blank responses for section C so it appeared that time management was not an issue on this paper. Whilst most students achieved level 2 marks, few achieved level 4. Again too many students failed to use the evidence effectively and simply wrote a generic response about the different organisational structures. There was a distinct lack of a good conclusions to the essay question to show the significance of competing arguments. Many students who provided a conclusion simply repeated the points given in the main body of the essay, for which merit is not given.

Question 1 (a)

Students should provide a thorough definition for questions 1a and 1b. The students were asked to define Product Differentiation. Many just repeated the words in the term and stated its 'making the product different' This is insufficient for 2 marks. We were looking for two elements to the answer, the first being a feature or unique element of the product. The second mark was awarded for stating the feature made it stand out from competition. Please note once again that marks are not awarded for examples.

1 (a) Define the term 'product differentiation'. (Extract A, line 14)

(2)

Product differentiation is when a feature like symbol, quality, appearance of the product distinguishes from the rivals.



ResultsPlus
Examiner Comments

This is a perfect answer. The answers do not need to be lengthy but they need to be accurate.



ResultsPlus
Examiner Tip

Remember that for the definition questions, an example is not rewarded any marks. So do not waste your valuable time in the exam including one.

1 (a) Define the term 'product differentiation'. (Extract A, line 14)

(2)

product differentiation is making products
that are separate from each other and
have different functions.



ResultsPlus
Examiner Comments

This response is too vague and received zero marks.

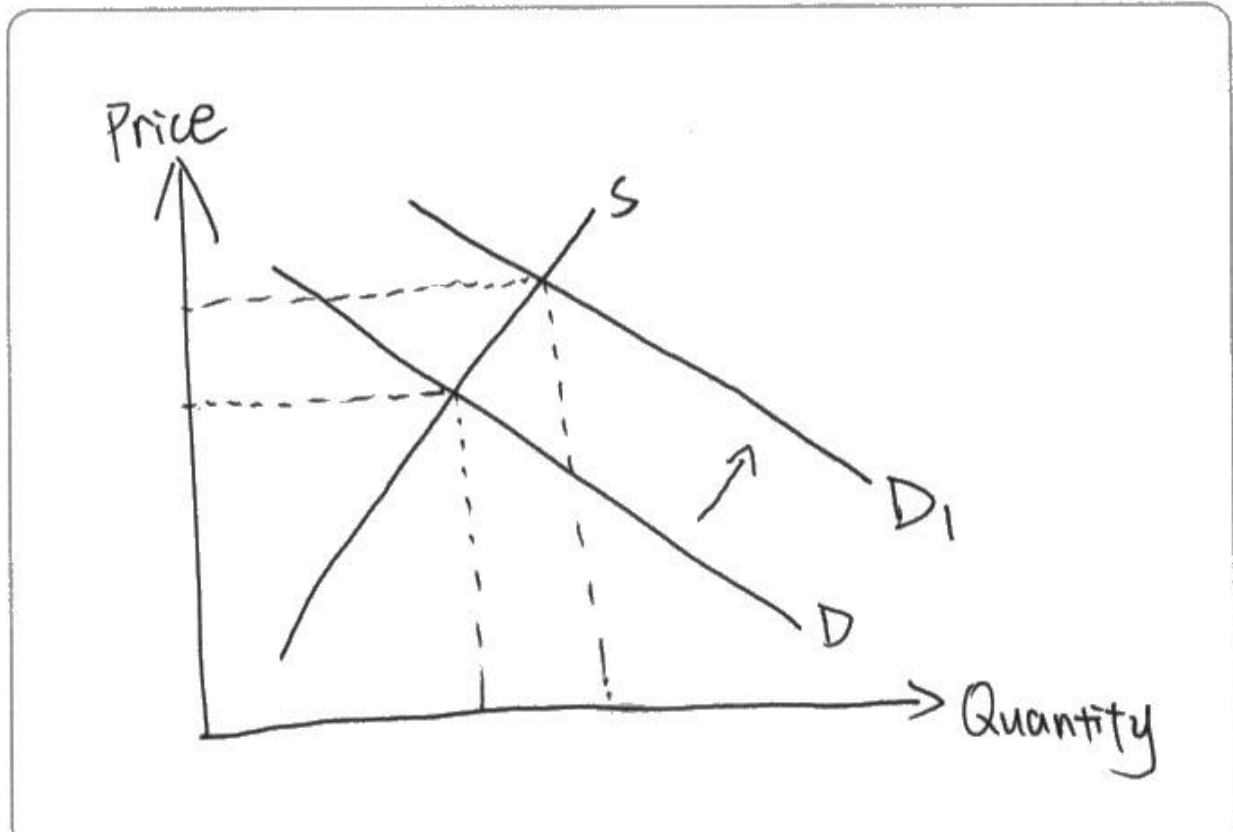
Question 1 (b)

The construction of a supply and demand diagram is examined quite frequently. Students need to firstly understand the factors that shift demand and supply and secondly be able to accurately construct a supply and demand diagram. Many students are now well practiced in doing this but too many students are still failing to fully label the axis and the equilibrium points.

There has been increased advertising in the sportswear market through the sponsoring of athletes.

- (b) Construct a supply and demand diagram to show the impact on the market for sportswear from an increase in advertising.

(4)



ResultsPlus
Examiner Comments

This answer scored 2 out of 4 marks. One knowledge mark for drawing the diagram, labeling supply, demand, price and quantity. The second mark for awarded for showing the correct shift which is an outward shift in demand.



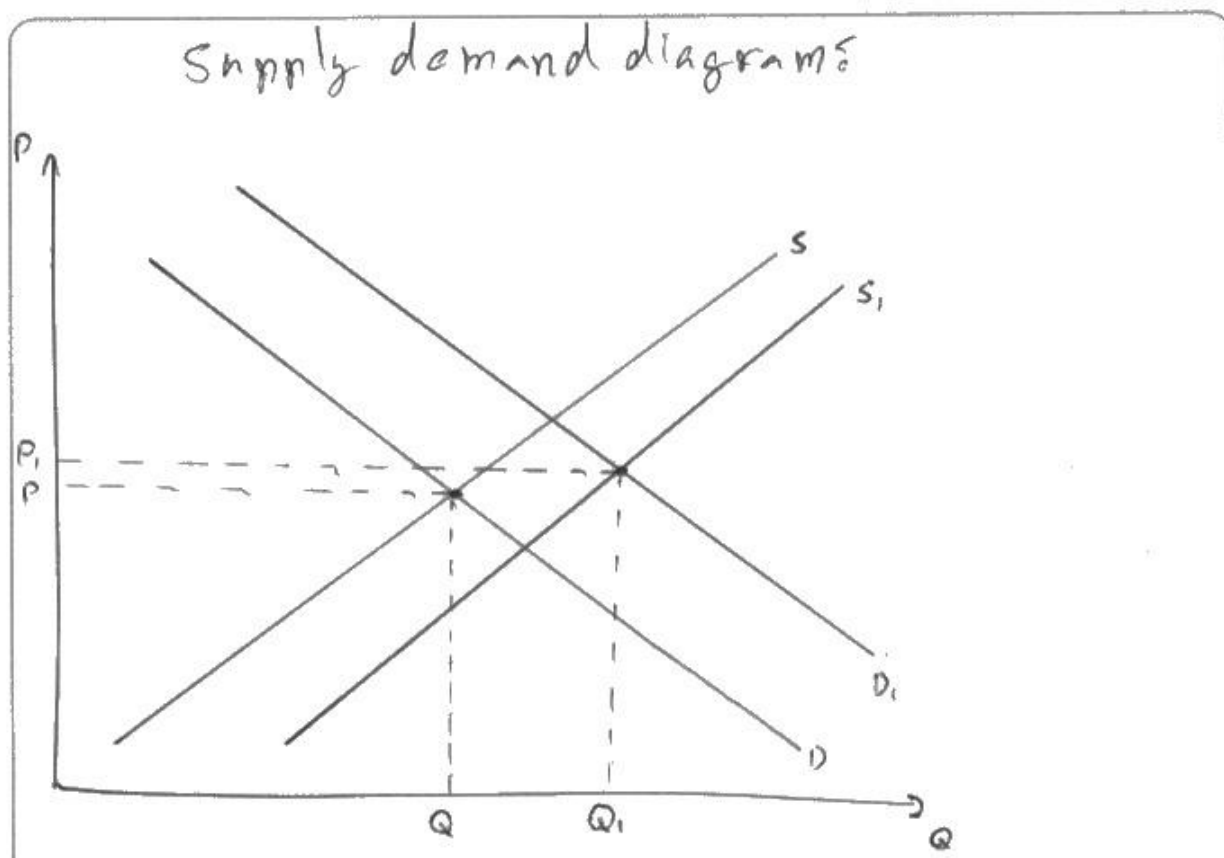
ResultsPlus
Examiner Tip

Students must check that they have labelled the equilibrium points on the diagram. Simply showing a dotted line to indicate changes in price and quantity will not be rewarded.

There has been increased advertising in the sportswear market through the sponsoring of athletes.

- (b) Construct a supply and demand diagram to show the impact on the market for sportswear from an increase in advertising.

(4)



ResultsPlus
Examiner Comments

Demand and supply diagrams should only show one shift. For answers that show both a shift to demand and supply will not be rewarded. This answer was awarded two marks, one for drawing and labeling the diagram and the second mark for showing the original equilibrium point.

Question 1 (c)

Candidates in the main are performing well on 6 mark questions. The answers are point marked and many are showing knowledge, application and analysis in their responses. However some students did not focus on the specific topic on this question. The question asked how the the sportswear business may have increased customer loyalty. Many students wrote about how a business may attract new customers rather than how a business might retain its existing customer base. As such they were not answering the question and many failed to score marks on this question.

(c) Analyse **two** methods that *Li-Ning* could have used to develop customer loyalty.

(6)

Li-Ning, could include discounts after certain amount of purchases for her customers. Since the business provides luxury sportswear, prices might be high, therefore by including discounts, it ensures a re-purchase of customers and makes them return to her business.

Another way of developing customer loyalty is by creating a relationship with the consumers. With the use of social media, Li-Ning can receive feedback from customers and openly talk with them creating a business-consumer relationship. There is a higher chance for a loyalty to form as they will feel heard and their questions will get answered.



ResultsPlus
Examiner Comments

This is a good example of the student clearly writing about customer loyalty and ways in which the business can retain its existing customers or provide incentives to get existing customers to repeat purchase. In each point they demonstrated good knowledge which is in the context of the business. The analysis shows the consequence of the action in terms of how it will result in greater customer loyalty.

(c) Analyse **two** methods that *Li-Ning* could have used to develop customer loyalty.

(6)

customer loyalty refers positive attitude of customer toward the business and its product, this encourages repeat purchases, from the business.

~~Li-Ning could use after sales service this is~~
~~where the customer is served or helped after purchasing~~

Li-Ning could use promotion to create customer loyalty by advertising that the product they have bought is beneficial to them this will increase customers confidence to enable them know they have made the right choice, hence customers will therefore purchase from Li-Ning.

moreover,



ResultsPlus
Examiner Comments

This is an example of where the student did not address the specific topic of customer loyalty. The student wrote about attracting new customers in the second paragraph. However due to a good definition the student was awarded two knowledge marks.



ResultsPlus
Examiner Tip

Read the questions carefully. Do not read the question just once. Ensure you underline the specific topic in the question and do not drift from the topic.

(c) Analyse **two** methods that Li-Ning could have used to develop customer loyalty.

incentive
(6)

The term 'customer loyalty' refers to customers being loyal to a business and ~~not~~ ^{or services} purchasing products from them on a regular basis.

Li-Ning is a Chinese sportswear and sports equipment business. Since Li-Ning is a brand now, ~~the business~~ it is important for the business to focus on customer loyalty. To develop customer loyalty, Li-Ning should communicate more with the customers and keep a track on ⁱⁿ the changes in consumer trends and fashion.

Another way to develop customer loyalty could be offering incentives to customers ^{by giving them money off deals or coupons} or creating a USP, as Li-Ning is now aiming to attract international customers. The Chinese culture and traditions in the designs and marketing could work as USP and attract more ^{potential} customers.



ResultsPlus
Examiner Comments

Similarly this answer did not focus on ways to retain loyal customers and instead wrote about attracting customers in general.

Question 1 (d)

This topic has not been examined in this specification before and some students struggled to write a valid answer. The students were required to consider some the difficulties the Li Ning may have faced as he moved from an entrepreneur to a leader. Some students simply wrote about what an entrepreneur was. Others wrote about the problems competing with large businesses such as Nike and Adidas. This is not what was required. The question required them to consider the characteristics or experience that Li Ning may have been lacking as he became the leader of the business. This should have been counterbalanced to include reasons why Li Ning may not have struggled to transition between entrepreneur and leader.

As the business grew, Li had to move from being an entrepreneur to become the leader of Li-Ning.

(d) Discuss the possible difficulties Li may have met as a result of this move.

(8)

An entrepreneur refers to someone who invests their own time and money at risk to create or start a business. By Li becoming a leader, he will have more responsibilities and duties.

As a result of this move, Li may find that he is unable to manage such a large amount of employees. Li will then need to put in place ~~some~~ ~~sort of~~ a chain of command which can be capital intensive. Due to Li wanting to attract international customers, he will need to ~~have~~ ~~man~~ ensure that his organisational structure is efficient to reduce the risk of business failure. If Li does not do this, he will likely become extremely stressed.

Another possible difficulty Li may have from being an entrepreneur to becoming the leader is that his responsibility will increase drastically. ~~It is~~ Due to Li being a former gymnast, this extra responsibility may seem daunting to him. Although the responsibility will increase, he is likely to earn more money from taking on the role as a leader.

On the other hand, by Li moving from being an entrepreneur to become the leader of Li-Ning, he will have more control over what goes on within the business which allows him to make decisions as he pleases.



ResultsPlus
Examiner Comments

This answer was awarded 3 marks. The response showed some knowledge of the difficulties but failed to develop them in the context of Li Ning. Whilst the student recognised he had more people to manage it did not explore why this might be difficult for the gymnast and the skills he may have lacked to transition to a leader. There was no counterbalance. The student should have explored why the transition to a leader may not have been difficult. Giving an advantage of a leader, in the final paragraph is not answering the question.

As the business grew, Li had to move from being an entrepreneur to become the leader of Li-Ning.

(d) Discuss the possible difficulties Li may have met as a result of this move.

(8)

The change from being an entrepreneur to becoming a leader could be challenging. One change could be that now as a leader Li may have to ~~work~~ work ~~with~~ with many other employees and can't make decisions by him self but also have to take ideas from many others, this could slow the running of the business. Being a leader also means Li will have way more responsibilities as it says that Li-Ning employs a large team, this ~~was~~ could be very stressful for Li. Being a leader also means having to have good amount of skills, in this case knowing how to use the latest technology to develop new sports products or IT skills, if Li lacks that he may not be a good leader. Being a leader also means taking huge amounts of risk ~~level~~ on producing products, pricing and many more, this could also put the whole business at risk if it doesn't go according to plan. Li should also be able to communicate with his employees so flow off communication is good. A leader should have good communication skill and if Li does not

his business could make many mistakes as they may mis-
tell what he is trying to bring across. Being a
leader also means that Li has to make bigger
decisions that could have a huge impact on the
business and could ~~not~~ make the company at risk
if he is depending on his decisions.



ResultsPlus
Examiner Comments

This answer demonstrated good understanding of the topic and explored some of the difficulties of becoming a leader. The analysis did lack context and was quite a generic answer. The main issue with this response is that it has no counterbalance. An answer that does not provide any evaluation is unlikely to achieve level three marks. This answer gained 4 marks.

Question 1 (e)

The topic of segmentation has been examined many times previously. The examining team saw some good answers that demonstrated good understanding of the topic which used the evidence to provide thorough answers. Some students are still writing very generic points and not contextualising their answers. Students should ensure there is good balance to their answers. Whilst many students were able to explain the advantages of segmentation, in terms of counterbalance some students simply wrote ' However segmentation is expensive and risky.' This type of evaluation gains no marks due to lack of reasoning, development or context.

(e) Assess the advantages of using market segmentation for a business such as Li-Ning.

(10)

Market segmentation is when the market is divided into groups with similar characteristics. Li-Ning is known to design high quality, premium products to a variety of sports such as basketball, badminton, gymnastics and cycling. This could allow Li-Ning to charge premium prices - as it already does - for its products since the needs and wants of customers who are enthusiastic about one specific sport - are being met. Different teams in Li-Ning would focus on the production of different sports and customers would be ready to pay higher prices for products that are personally tailored to their sport. This can lead to their higher profit margins for Li-Ning which can further be invested in developing new products with the latest technology. Also, market segmentation would allow promotion to be targetted to different segments. For example, an advert on basketball shoes and equipment would be directed towards basketball players who could be potential customers of Li-Ning. This would reduce the costs of expensive methods of promotion directed towards a mass market. This could

increase awareness and also help Li-Ning get recognition in certain segments. The reduction in ~~the~~ costs can further increase profit margins - especially since premium prices lead to higher revenue. Also, market segmentation can allow Li-Ning to focus on profitable segments of the market and decide on which segment to focus less on. For example, if pickleball has low demand, most investment and promotion would be focused on more popular segments such as table tennis. This means market segmentation can help to make informed decisions on product lines. However, ~~the~~ Li-Ning already specialises in sports and further segmentation may be costly since the demand for each segment will only be a small percentage of the entire market of sportswear and equipment. Specialising too much in small segments can be risky and could mean Li-Ning is vulnerable to failure if demand patterns change or if customers switch to rivals if the economy is facing a downturn and premium products are not affordable. Addition research and promotion costs will occur as there are multiple segments.

(Total for Question 1 = 30 marks)



This answer gained level 4 marks. It shows good knowledge throughout supported by relevant and effective use of the business context. Chains of reasoning are logical in the main. Assessment could be better balanced with little in terms of counterbalance to show awareness of competing arguments.



It is really important that the student focusses on a balanced argument. Where possible balance the advantages and disadvantages of the topic. The students should consider these points to examine the significance of the competing arguments presented.

Question 2 (a)

Many students scored full marks for the definition. It is important that students show an appreciation that market share indicates a proportion or percentage of the whole market and not simply the amount of revenue or sales in the market.

2 (a) Define the term 'market share'. (Extract B, line 8)

(2)

Market share is how much a business has sold in their market and how many various places are selling their products in their stores.



This answer received zero marks. Market share does not relate to the amount of sales a business has. It reflects the percentage of sales compared to other businesses in the market or industry.

2 (a) Define the term 'market share'. (Extract B, line 8)

(2)

Market share is the percentage of products sold by a business in comparison to the number of products sold in total.

Market share = $\frac{\text{Product/services sold by a business}}{\text{sold products in total}} \times 100$



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Examiner Comments

This response gained two marks. It refers to the percentage of sales for the first mark. The students have picked up the second mark for referring to 'in comparison to other products'.

It is worth noting here that the formula would also be valid to pick up the full two marks.

Question 2 (b)

Many students scored full marks on this question and appeared proficient and well practiced in calculating a percentage change. Again some students unfortunately lost marks for not fulfilling all of the requirements of the question. Some failed to show a percentage sign or did not round the answer to two decimal places as instructed.

- (b) Calculate, to two decimal places, the percentage change in the number of school meals donated by *Mindful Chef* between 2020 and 2021. You are advised to show your workings.

(4)

$$\frac{\text{New value} - \text{old value}}{\text{old value}} \times 100$$

$$= \frac{4.7\text{m} - 4.2\text{m}}{4.2\text{m}} \times 100$$

$$= \frac{0.5\text{m}}{4.2\text{m}} \times 100$$

$$= 83.33\%$$

⇒ 83.3% meals are donated.



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Examiner Comments

Although the student calculated the wrong answer, they were awarded 3 marks. One mark for the formula and 2 marks for selection of the correct data used in the formula.



ResultsPlus
Examiner Tip

This is a reminder that students should always show their workings in a calculation question. Marks are awarded for a formula or correct workings even if the answer is incorrect

- (b) Calculate, to two decimal places, the percentage change in the number of school meals donated by *Mindful Chef* between 2020 and 2021. You are advised to show your workings.

(4)

$$\frac{\text{new value} - \text{old value}}{\text{old value}} \times 100$$

$$\frac{4.7 - 4.2}{4.2} \times 100 = \frac{0.5}{4.2} \times 100 = 11.90$$



ResultsPlus
Examiner Comments

This student lost 1 mark for not showing the percentage sign.



ResultsPlus
Examiner Tip

Students should always check they have included the percentage, currency or units as necessary. They should also check they have rounded their answer to 2 decimal places if requested in the question.

Question 2 (c)

As with Q1(c) some students did not read the question carefully enough. The questions instructed the candidates to explain the factors that determine a pricing strategy. Unfortunately some responses gave suggestions and examples of specific pricing strategies rather than focussing on the factors affecting the decision to use a particular strategy.

(c) Analyse **two** factors that are likely to determine the pricing strategy used by UK businesses supplying food boxes.

(6)

Pricing strategies are developed by a business based on its objectives and there are different types of pricing strategies. For example, psychological pricing is when a business ^{prices} ~~makes~~ their products at a certain amount which may lead to consumers believing it's a lower price. (£7.99 instead of £8)

One factor that can determine the pricing strategy used by UK food box businesses is the competition. As there are three market leaders, ~~the prices of these food boxes and~~ the business may choose to have a competitive pricing strategy, which means that their prices ~~are~~ are relatively similar to those of its competitors.

Another factor that can ^{help determine} ~~affect~~ the pricing strategy is the cost of the production of the food boxes. Mindful Chef ~~is~~ uses premium quality ingredients and ^{supply} ~~have~~ products ~~so~~ consumers may not find everywhere such as gluten-free or vegan boxes. This could be expensive and can lead to them using cost plus mark up pricing in order to gain a profit while still covering up expenses.



This is a good response that picked up the full 6 marks. The student presented two factors which were competition and cost of production. Both points were written in the context of the business and showed a cause or consequence of the factor to gain the analysis marks.



Please note that the two knowledge marks on a 6 mark question can be awarded for either an accurate definition or for providing the factors. However there is a maximum of two knowledge marks.

(c) Analyse **two** factors that are likely to determine the pricing strategy used by UK businesses supplying food boxes.

(6)

pricing strategy is a way for a business to figure out how they are going to set a price for a ~~product~~ product they produce to the market.

one pricing strategy that might have been used by the UK is psychological pricing, as this is used to make customers think that the product bought is cheaper for example a business sets a price to \$9.99 rather than \$10 as customers would think that the price is lower and buy the supply needed.

however another pricing strategy that might have been used is competitor pricing, as this is when a business looks at competitors pricing with similar products and make the price lower, this can attract more customers to buy their product as their prices are lower than competitors.



ResultsPlus
Examiner Comments

This student, however failed to answer the question. They explained two pricing strategies that may have been used to sell food boxes. They did not examine the factors that may have determined the price of the food boxes.



Students need to take time to read the question a couple of times to ensure they are fully answering the question set.

Question 2 (d)

The topic of conducted surveys/questionnaires has been examined many times. However this particular question required the students to discuss the advantages of collecting data from family and friends. Many students did not consider this and many answers were written generically about surveys. Some responses were extremely vague and gave generic points about primary research. This appears to be another example of where students are not reading the question carefully and therefore not fully addressing all elements of the question.

(d) Discuss the advantages to the owners of *Mindful Chef* of using surveys collected from their family and friends.

(8)

~~Primary data collection~~ Surveys are a group of records that are collected to people's preferences. Surveys are a part of the primary market research. The advantages the owners of *Mindful Chef* would have using surveys collected from their family and friends would be by getting direct and quicker response. Collecting surveys from friends and family could be much faster than from collecting the public. This could also give honest opinions on what changes are supposed to be made. This would also help in the adding of more recipes. This way can also help in the broadcasting of the business more as more people would get to know. However, collecting surveys from only friends and family ~~and~~ wouldn't help them to know more about people's preferences and taste.



This answer was awarded 3 marks. Some good points are made but are not developed or analysed. The response doesn't explain why the surveys would be collected quicker or why the responses must be honest or how it would help them understand people's preferences. Students should practice developing their chains of reasoning to ensure they fully explain their points and, in this case, explain the impact on the business.



Find techniques to develop your points to provide coherent chains of reasoning. Always check that you have fully addressed the question in terms of the specific impacts on the business or stakeholder referred to in the question.

Question 2 (e)

This question was generally well answered with the majority of students showing good understanding of social objectives. Most candidates used the case study well to build context into their answers. However, chains of reasoning were not always well developed and some students failed to show any counterbalance.

Social objectives, ~~refers to the firms feelings regarding~~
refers to the methods of producing and supplying
of products with the safety of the environment.

It is evident *Mindful Chef* acts responsibly by
buying ethically sourced ingredients from local
farmers and using recyclable packaging.

To begin with, sourcing ethically will create a
good reputation of *Mindful Chef* to its customers.

~~effectively increase~~ As consumers with environment
conscious buying habits will be ~~more~~ likely to
purchase foods from *Mindful Chef* effectively increasing
sales and profitability.

Furthermore, ~~if~~ sourcing ethically will allow
Mindful Maps to charge premium pricing as
customers ~~are~~ likely to pay a higher
price for products that meet their
requirements.

moreover, for every meal bought *Mindful Chef*
donates a nutritious meal to a child living in poverty
which consequently provides *Mindful Chefs*
with ~~an~~ a improved reputation thus attracting
more consumers.

However, producing recyclable packaging tends to be expensive as it requires certain materials that allows it to be recyclable, & consequently adding onto the production cost of mindful chef which may be compensated for through charging higher prices to consumers.

more over, consumers may not necessarily care about ethics or good reputation but more of the prices offered by mindful maps which tend to be higher than those of businesses ~~with no~~ without social objectives thus reducing sales for mindful chefs.

furthermore, social objectives may not be the only objective of mindful chefs, that is, it may also be driven by profit maximisation hence charging the higher price which effectively alters the ethical stance.

In conclusion, mindful chef is likely to make ~~more~~ success, and growth through social objectives as it derives several benefits for mindful chef.



This is an excellent answer that achieved 9 marks. It showed good knowledge, used the evidence from the case study well and developed each point to show the consequence to Mindful Chef. It is well balanced and attempts a conclusion. However the conclusion is a little weak and did not particularly show an awareness of competing factors to provide a supported judgement.

(e) Assess the impact on *Mindful Chef* of its social objectives.

(10)

The business acts responsibly by buying ethically sourced ingredients from the local farmers, where some of the ingredients may be perishable like vegetables and fruits.

This will increase the costs of *Mindful Chef*. They will have to find other farmers which will also consume a lot of time.

Them using recyclable packaging can also increase the costs in the business, since recyclable packing is also expensive. The business can also lose competition in the market where other firms will defame *Mindful Chef* and the customers will then attract to the other competitive firms.

However *Mindful Chef* using recyclable packaging is giving safety to the ground environment. Less pollution will be in the environment hence creating a good image increasing sales because customers will also feel safe purchasing their products. Therefore an increase in the profits for *Mindful Chef*.



Whilst this answer provided some valid points it did not always develop the points to show coherent chains of reasoning to fully explain the consequence to the business. For example why are supplies more expensive to the business or what is the consequences to the business of losing competitiveness? Likewise the student fails to explain why a good image leads to more profit. Logical chains of reasoning are required to access the higher levels. This response gained level 2 marks.



You must ensure that for all discuss and assess questions you provide a balanced two sided argument. Otherwise it is extremely unlikely you will access the higher level marks.

Question 3

Whilst most students attempted the question and time management did not seem to be an issue, many of the answers only achieved level 2 marks.

It would appear that students did not take the time to fully consider the evidence given to provide context to their answers. Many answers simply gave a list of advantages and disadvantages of a flat structure without consideration of Unilever's change in structure. Lengthy descriptions of the benefits of flat structures were often seen, but did not focus on the impact on efficiency and motivation, as referred to in the question.

Very few answers weighed up the significance of the arguments to provide a solid conclusion/recommendation.

- 3 Evaluate the extent to which the changes to Unilever's organisational structure may improve business efficiency and employee motivation.

(20)

An organisation structure refers to the internal formation of a business, usually Tall, flat or Matrix structure.

Since Unilever is changing into a flat organisation structure ~~the~~ this will result in having distinctive business groups. As a result each group will ~~have~~ be fully responsible and accountable for its strategy growth and profit. This will help Unilever as all ~~the~~ the different business groups can now focus on themselves and are held accountable. As a result the quality, productivity and efficiency will increase. This will help Unilever increase its revenue and profit thus improving its brand image and giving a competitive advantage over its rivals.

Due to the changes in organisation structure and Unilever moving away from a matrix organisation structure they can avoid problems like project manager disputes and resource allocation problems. Through this the disputes between projects and disputes within the organisation

can be avoided. As a result ~~any~~ projects or departments won't have any lack of resources. Along with that, each worker can work for their boss on ~~the~~ their own specific tasks without having to work on many projects at once. This will increase productivity, efficiency and reduce mistakes and delays. As a result the workers and managers will be less stressed, more motivated and more focused. This will massively help Unilever ~~esp~~ to improve especially when designing new products for any of their respective business groups.

Through ~~the implementation~~ implementation of Unilever's new organisation structure this results in a 5% increase in the number of junior management roles. As a result the employees will be more motivated as there is a chance of promotion. This will again increase productivity and workers can get more recognition unlike the matrix organisation structure. Also through having a flat structure and more junior management roles, this will speed up the communication and decision making process. As a result this will reduce delays and Unilever can run its businesses more efficiently which will help them improve.

However this new flat organisation structure will result in thousands of jobs being lost in a hundred countries and this will ~~at~~ also increase costs due to redundancy payment. ~~Also there will be a 15%~~

This may even damage the reputation of Unilever. Also there is a 15% reduction in senior management roles due to the flat structure implementation. As a result senior management may lose some of their control over the business.

Even though there are drawbacks, the flat organisation ~~has to~~ structure has to be implemented for a business like Unilever especially since they specialise in many different things. And anyway even if there is a redundancy payment, it will be worth it since the new structure will be increasing the efficiency of the business and wage costs will reduce too. Also the 15% reduction in senior management has many positives too and the ~~senior~~ management won't lose control of the organisation if they make sure that the junior management will make their own important decisions ~~at~~ within limits. As a result the new structure will help Unilever improve.

(Total for Question 3 = 20 marks)



This answer was awarded 13 marks which is a level 3 response. The answer met the majority of the level 3 descriptors given in the mark scheme.

It had some accurate and thorough knowledge and understanding, supported by relevant and effective use of the business behaviour/context. The first page linked the points to the efficiency and motivation of the business although assertions are present. Fewer links to efficiency and motivation are evident on the second page.

In addition it was pleasing to see the answer made reference to both the previous matrix structure used by Unilever and the new flat structure to give context to the answer.

Unfortunately the answer was a little imbalanced with one point of counterbalance on the final page which again did not make links to the efficiency of the business.

However, in the conclusion it was good to see that the student did attempt to weigh up their arguments in an attempt to demonstrate awareness of the significance of competing arguments.

Paper Summary

Based on their performance on this paper, candidates are offered the following advice:

- It is extremely important that students read the questions carefully and ensure they fully address the requirements of the question. Question 1c and 2d in this series are typical examples of this. Do not simply list everything you know about the topic. You must read the whole question carefully to ensure you specifically answer the question given.
- It is important that students adhere to the instructions given in the calculation questions. In the paper students were advised to show their workings and give the answer to two decimal places. Many students are losing marks as they are not fulfilling all requirements on the question.
- Some students are still copying sections from the source booklet and adding it to answers. It is always advised that you use the examples and evidence from the source booklet to illustrate your argument. However, it is not good practice to simply copy evidence from the source booklet without using this information to explain your points. Stand-alone evidence will not be rewarded if it does not support the points being made.
- Students should ensure they have covered all areas of the specification. This is the first time the topic of the 'difficulties of moving from an entrepreneur to a leader' was asked, and many students failed to answer this question well.
- Many students are still failing to provide counterbalance in their answers. For discuss, analyse and evaluation questions students must always provide a balanced assessment. The answer must not simply provide a one-sided view.