

Candidate B evidence

ENTER NUMBER OF QUESTION	DO NOT WRITE IN THIS MARGIN
1.	
a)i)	
One possible objective of NHS Scotland	
is to provide a high quality service to	
the public. ✓1	
A second may be to keep the business	
surviving, as budgets are set in place and	
also expansion into the private sector. ✓1	
A third may be to reduce and	
minimise staff turnover, as several	
packages/payments have been put	
in place. ✓1	
ii)	
Both the NHS and a public limited	
company are ran by a board of	
directors.	
The NHS is owned by the government	
whereas a public limited company is	

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owned by shareholders. ✓ 1

b) One benefit of this is that purchases are made by specialists who know what is best, resulting in cost effective purchases to be made. ✓ 1

A second is that purchases are from approved and trusted suppliers, resulting in high quality equipment to be bought ✓ 1 at discounted prices.

c) One cost of the NHS outsourcing is that they may become locked into expensive contracts in order to provide a continuation of its health services, resulting in wasted time, resources and finance which could be used elsewhere in the business. ✓ 1

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A benefit of outsourcing to the NHS may be that they gain access to specialist equipment which previously may have been unavailable as a result of contracting with a private company. ✓ 1

A second benefit of outsourcing to the NHS may be that support staff and specialist labour can be contracted/hired, resulting in a larger, greater workforce. ✓ 1

A second disadvantage may be that it may become expensive.

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d) i) The NHS' tall/heirarchical structure contains many levels of management, whereas a flat structure only contains of a few. ✓ 1

The NHS' heirarchical structure contains many managerial levels which each contain a smaller much narrower amount of staff, in comparison to the amount of staff in each level of a flat structure. ✓ 1

ii) An advantage of grouping NHS into regional boards is that a wider and greater audience can be reached.

A second advantage is that each regional board can focus on patients in their region rather than across

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f) One factor which may have been considered is staff turnover, as seen that an increased amount have planned to do so. ✓ 1

A second factor may have been the increased amount of patients, as this is not going to decrease due to the growing population. ✓ 1

g)i) The ratio which NHS Scotland can calculate from its Statement of Financial position is a profitability

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ratio. This measures how profitable the business is.	0
ii) The Statement of Financial Position may be used by the Scottish Government to see where funding is being used.	1
Suppliers may also use this to identify if the business will be able to pay for their supplies and how profitable they have been.	1
A manager may use this to see where losses or profits have been made and how to either continue or change this.	
h) This Scotland may demonstrate that they are socially responsible by	

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placing recycling bins around each facility rather than just general waste



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2.	a) An advantage of capital-intensive production is that production is set at a higher standard and more effective. However, a disadvantage is that production is expensive.	
	A second advantage may be that less expenses in wages are to be paid resulting in a decrease of outgoing finance. However, quality of production may also decrease as specialist and experienced staff are not appointed.	
	b) A cash budget can be prepared in order to identify areas of the business which may need more or less funding, resulting in a more effective business.	

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<p>✓</p>	<p>Cash budgets also may be prepared to limit the amount of spending done, resulting in a more stable and profitable business.</p>
<p>✓</p>	<p>A third purpose of preparing a cash budget may be to</p>
<p>✓</p>	<p>C) An effective inventory management system should be able to easily implement or remove new or old inventory.</p>
<p>✓</p>	<p>A second ^{feature} factor may be that inventory should easily and effectively be able to be searched and located. ✓ 1</p>

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A third feature to an effective inventory management system is that the amount of inventory should have the ability to be ordered with ease.

~~A final~~ A final feature may be that everything is in an order and arranged for ease and effective searching. **REP**

d) An advantage of using quality circles is that a large amount of people can be reached, each with different opinions.

Another advantage of using quality circles is that it guarantees a high quality product/service.

A third advantage may be that it is

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~~~~~	cost effective to conduct.	
~~~~~	A fourth benefit of using quality circles is that	0
3.	a) One advantage of this is that it can be appealing to several different markets, resulting in a possible increase in sales and customers. ✓1	
	Another advantage may be	
	b) A retailer may use premium pricing, this is a product/service set at a high price, creating an image of quality. ✓1	
	A retailer may use destroyer pricing, setting prices extremely low for a period of time	

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4. Answer	

c) An advantage of an organisation using a smartphone application to promote products is that a large amount of people can be reached worldwide, resulting in a increase in popularity for the business and product. ✓ 1

A second advantage is that it can be accessed anywhere, at any time by anyone, leading to an increased following for the business. ✓ 1

A third advantage is that it may not be expensive for the business to maintain, resulting in availability of finance.

4. ~~Answer~~ An advantage of internal recruitment is that no expensive advertising

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campaigns are needed, whereas a disadvantage for external recruitment is that it may be expensive to find the right candidate due to advertising costs. ✓ 1

Both require training to the candidate after recruitment.

[ An advantage of internal recruitment is that the candidate already knows the workplace and colleagues whereas with external the candidate will have to become used to their surroundings. ✓ 1

b) An organisation can fulfil an employee's safety needs by implementing ~~safety~~ safety procedures in the event of certain scenarios (e.g. fire drill), resulting in happier ✓ 1

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	and more motivated staff.	
	<p>An organisation can also fulfil an employee's security needs by locking doors or having employee only accessible areas, resulting in safer feeling, <del>more</del> motivated, <del>staff</del> focused staff. ✓ 1</p>	
	<p>An organisation can fulfil <del>an</del> an employee's esteem needs by complimenting staff on their work, ^{✓ 1} resulting in staff who are motivated to work and decreased staff turnover.</p>	
	<p>An organisation can also fulfil an employee's esteem needs by rewarding packages or bonuses for good work, resulting in determined and motivated staff. ✓ 1</p>	

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c) The role of ACAS is to support employees.

The role of a trade union is to support an employee in their choices or decisions, and help where possible.

d) An advantage of a bank loan is that a large sum of money can be gained at once, however a disadvantage of this is that it must be paid off with interest.

An advantage of a grant is that a large sum of tax free money can be gained which does not need to be paid off. However, a disadvantage of this is that it can only be spent on certain things e.g. property.

An advantage of the owner's equity

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<p>is that it is tax free, however a <del>disadvantage</del> disadvantage is that it is extremely limited.</p>	
5. a) One role of a manager is to make sure that everything is in order, this leads to a steady, effective business.	
Another role of a manager is to make strategic decisions which benefit the business, resulting in a more profitable organisation.	
A manager must also ensure all expenses have been paid, leading to a more reliable and steady business.	

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A manager must also control the amount of funding which goes where, if done well this can lead to a successful business. ✓ 1

Finally, a manager must also be responsible for their business and staff, leading to good corporate social responsibility.

c) Operational decisions are ones which affect the business short term, where strategic decisions affect the business long term. ✓ 1

Operational decisions are usually made by normal members of staff and employees ~~and~~ whereas strategic decisions are made by higher levels of management. ✓ 1

Both determine the success of the business.