

Commentary on candidate evidence

The candidate evidence has achieved the following marks for each question of this question paper.

Question 1a(i)

Candidate A

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ compared ownership by the government and by shareholders (**1 mark**).
- ◆ compared control by the government delegating powers to the police senior management team with a board of directors (**1 mark**). (Note that 'controlled by managers' would not have been enough to gain a mark.)

Candidate B

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ compared ownership by the government and by shareholders (**1 mark**).
- ◆ compared control by the local council with a board of directors (**1 mark**).

Candidate C

The answer was awarded **1 mark** (out of 2) because the candidate

- ◆ compared ownership by the government and by shareholders (**1 mark**).

The candidate compared finance, rather than control, for their second point.

Question 1a(ii)

Candidate A

The answer was awarded **1 mark** (out of 3) because the candidate

- ◆ gave keeping to their budget as a finance objective (**1 mark**).

The first point about paying more than the living wage cannot be an objective for Police Scotland, as it is the Scottish Government who set pay rates in a national agreement. The last point 'to look to be helpful' is not a legitimate objective of marketing for the police.

Candidate B

The answer was awarded **2 marks** (out of 3) because the candidate

- ◆ gave recruiting good and capable employees as a human resources objective (**1 mark**).
- ◆ gave maintain a good image as a marketing objective (**1 mark**).

There is only one mark available per function. The candidate also gave maintaining good employee relations as a human resources objective and crime prevention as a marketing objective, both of which are shown as 'max'.

Providing departmental budgets and creating spending reports are financial tasks rather than objectives.

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave providing information to the public as a marketing objective (**1 mark**).
- ◆ gave staying within budget as a finance objective (**1 mark**).
- ◆ gave maintaining staff safety as a human resource objective (**1 mark**).

There is only one mark available per function. The candidate also gave making people aware of job opportunities as a marketing objective, which is shown as 'max'.

Question 1b(i)

Candidate A

The answer was awarded **1 mark** (out of 3) because the candidate

- ◆ gave 'motivating' staff to do their best as a role of management (**1 mark**).

The candidate did not give any other of the recognised Fayol POCCCDM roles of management.

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave 'commanding' staff to reduce confusion as a role of management (**1 mark**).
- ◆ gave 'co-ordinating' staff to work towards to same targets (**1 mark**).
- ◆ gave 'motivating' staff to work hard (**1 mark**).

The candidate also gave 'organising' resources to reach goals.

The second point about 'co-ordinating' staff is the bare minimum of what would be accepted.

Candidate C

The answer was awarded **2 marks** (out of 3) because the candidate

- ◆ gave 'planning' strategies by thinking them through as a role of management (**1 mark**).
- ◆ gave 'commanding' staff with instructions (**1 mark**).

The candidate's description of 'organising' *everything* was too vague.

Question 1b(ii)

Candidate A

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ linked the benefit of promotional opportunities with hard work (**1 mark**).
- ◆ linked the cost of the speed of information with speed of decision making (**1 mark**).

Candidate B

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ linked the benefit of promotion with motivation (**1 mark**).
- ◆ linked the cost of the speed of communication with speed of change (**1 mark**).

Candidate C

The answer was awarded **1 mark** (out of 2) because the candidate

- ◆ linked a high wage bill with funding it (**1 mark**).

The first two points about more support from managers and more opportunities for promotion are not explained.

Question 1c

Candidate A

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ linked the lack of the latest technology with lower performance and poor feedback (**1 mark**). (Note that 'the latest technology' implies that the technology is available but not purchased, which indicates that it is an external, rather than an internal, factor.)
- ◆ linked Brexit with less funding for improving the service (**1 mark**).
- ◆ linked poor weather with decision making and stress (**1 mark**).
- ◆ linked the amount of law abidingness with time allocation on activities (**1 mark**).

Candidate B

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ linked the Covid rules with police recruitment (**1 mark**).
- ◆ linked news headlines with public opinion and police reputation (**1 mark**).
- ◆ linked climate change with electric cars for the police (**1 mark**).
- ◆ developed electric cars with the need for more charging points (**1 mark**).

Note that the candidate was not awarded marks for generic external factors (eg 'new laws') which were not mentioned in the case study. Also, the candidate implies that the technology has been purchased which indicates it is an internal, rather than an external, factor.

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ linked Covid stay-at-home rules with increased police workload (**1 mark**).
- ◆ developed workload with the need for additional recruitment and training (**1 mark**).
- ◆ linked the crime rate with police workload (**1 mark**).
- ◆ linked the rise of social media with increasing cybercrime and police workload (**1 mark**).

The candidate also linked poor weather with a need to prepare for an increase in road traffic accidents.

Requiring increased funding from the government was not accepted as the external factors were impacting the government and not Police Scotland.

Increased police workload was allowed in both the first and last point as the external factor was different in each case.

Question 1d(i)

Candidate A

The answer was awarded **5 marks** (out of 6) because the candidate

- ◆ gave an advantage of an application form is that it can contain extra information **(1 mark)**.
- ◆ gave an advantage of an interview is that the candidate can be seen under pressure **(1 mark)**.
- ◆ gave a disadvantage of an interview is that the interviewer may be bias **(1 mark)**.
- ◆ gave a disadvantage of an interview is that the questions may be subjective **(1 mark)**.
- ◆ gave an advantage of an assessment centre is that the candidate can be judged on a task they have been given to do **(1 mark)**.

The second point in the first paragraph is not mark worthy as CVs are not mentioned in the case study.

The last point about being 'uncomfortable performing certain tasks' is too similar to 'performing under pressure' to gain a mark.

Candidate B

The answer was awarded **6 marks** (out of 6) because the candidate

- ◆ gave an advantage of an assessment centre is seeing candidates in action **(1 mark)**.
- ◆ gave an advantage of an assessment centre is reviewing several candidates simultaneously **(1 mark)**.
- ◆ gave an advantage of interviews is seeing the candidate's personality **(1 mark)**.
- ◆ gave a disadvantage of interviews as being stressful for candidates **(1 mark)**.
- ◆ gave an advantage of a standard test is seeing skills based on the test **(1 mark)**.
- ◆ gave a disadvantage of a standard test is that candidates may have skills that are not tested **(1 mark)**.

The candidate also gave a disadvantage of an application form is the time taken to fill it in. The question does not specify advantages/disadvantages to Police Scotland or to candidates therefore both are acceptable.

Candidate C

The answer was awarded **6 marks** (out of 6) because the candidate

- ◆ gave an advantage of an application form is it gives information about the candidate **(1 mark)**.
- ◆ gave a disadvantage of an application form is that some candidates speak better than they write **(1 mark)**.
- ◆ gave an advantage of vetting is it weeds out unsuitable candidates and saves time **(1 mark)**.
- ◆ gave a disadvantage of vetting is it discriminates against past behaviour **(1 mark)**.
- ◆ gave an advantage of a standard test is that everyone is treated the same **(1 mark)**.
- ◆ gave an advantage of an assessment centre being that applicants can demonstrate skills in specific situations **(1 mark)**.

Question 1d(ii)

Candidate A

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ gave non-discriminatory wording of adverts. **(1 mark)**.
- ◆ gave training staff in equality legislation **(1 mark)**.

The name of the legislation is wrongly given as the Education Act 2010, which invalidates the first point. Subsequent points are awarded marks to prevent negative marking.

Candidate B

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ gave non-discriminatory wording of adverts **(1 mark)**.
- ◆ gave installing suitable equipment for disabled people **(1 mark)**.

Candidate C

The answer was awarded **1 mark** (out of 2) because the candidate

- ◆ gave managers cannot discriminate against a list of the protected characteristics **(1 mark)**.

The candidate's second point would need more detail to be mark worthy.

Question 1e(i)

Candidate A

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ linked comparing figures with agreed targets (**1 mark**).
- ◆ linked overspending with arranging finance (**1 mark**).

Candidate B

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ linked comparing figures with analysing the reasons for differences (**1 mark**).
- ◆ linked predicted overspending with arranging finance (**1 mark**).

The candidate also linked predicted underspending with possible investment.

Candidate C

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ linked overspending with taking preventative measures (**1 mark**).
- ◆ linked predicted underspending with distribution to other departments (**1 mark**).

Question 1e(ii)

Candidate A

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ gave potential future cuts in services (**1 mark**).
- ◆ gave the need for increased government funding (**1 mark**).

The final point about additional responsibilities was not given a mark as there was no mention of the way in which the additional responsibilities would reduce spending.

Candidate B

The answer was awarded **0 marks** (out of 2) because

The candidate's first point did not give an impact.

The candidate's second point was not relevant.

Candidate C

The answer was awarded **2 marks** (out of 2) because the candidate

- ◆ gave potential staff redundancies (**1 mark**).
- ◆ gave an alternative funding method for equipment (**1 mark**).

Question 1f

Candidate A

The answer was awarded **3 marks** (out of 4) because the candidate

- ◆ gave a benefit as the potential audience size **(1 mark)**.
- ◆ gave a cost as the advertising being ignored **(1 mark)**.
- ◆ gave a benefit as being able to modify the adverts **(1 mark)**.

The final point is about the cost of advertising via influencers, not through social media.

Candidate B

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave a benefit as being able to interact with the public **(1 mark)**.
- ◆ gave a cost as potential negative comments affecting reputation **(1 mark)**.
- ◆ gave a benefit as being able to advertise 24/7 **(1 mark)**.
- ◆ gave a cost as information being possibly perceived as untrue **(1 mark)**.

The candidate also gave a benefit as the police profile expanding with features such as 'like'.

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave a cost as requiring staff to run the site **(1 mark)**.
- ◆ gave a cost as time needed to maintain the site **(1 mark)**.
- ◆ gave a benefit of positive brand image **(1 mark)**.
- ◆ gave a benefit of giving the public a place to find information **(1 mark)**.

Question 2a

Candidate A

The answer was awarded **3 marks** (out of 5) because the candidate

- ◆ gave saving money due to needing less storage space **(1 mark)**.
- ◆ gave reduced wastage **(1 mark)**.
- ◆ gave low impact of a change in trends **(1 mark)**.

The fourth point is a repeat of low wastage. The fifth point is a repeat of the low impact of a change in trends. The last point is a repeat of saving money.

Candidate B

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ gave lower warehouse costs **(1 mark)**.
- ◆ gave less likelihood of obsolescence **(1 mark)**.
- ◆ gave reduced wastage **(1 mark)**.
- ◆ gave less cash tied up in stock **(1 mark)**.
- ◆ gave potential production stoppages **(1 mark)**.

The candidate also gave potential late orders, high delivery costs, higher carbon footprint leading to poor reputation.

Candidate C

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ gave lower storage costs **(1 mark)**.
- ◆ gave fewer problems with old stock **(1 mark)**.
- ◆ gave less wastage **(1 mark)**.
- ◆ gave potential problems with late delivery **(1 mark)**.
- ◆ gave the need to rely on suppliers **(1 mark)**.

Question 2b

Candidate A

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave no faulty products reaching customers (**1 mark**).
- ◆ gave the quick correction of mistakes (**1 mark**).
- ◆ gave copying the leading firm (**1 mark**).

The candidate developed all the answers. However, as the question asked for three quality measures for three marks, only one mark was available for each measure.

The description of benchmarking is also the benefit of its use.

Candidate B

The answer was awarded **2 marks** (out of 3) because the candidate

- ◆ gave savings based on fewer checks (**1 mark**).
- ◆ gave early detection of faults leading to reduced wastage (**1 mark**).

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave savings based on fewer checks (**1 mark**).
- ◆ gave early detection of faults leading to reduced wastage (**1 mark**).
- ◆ gave products match the standard of the leading business (**1 mark**).

Question 2c

Candidate A

The answer was awarded **3 marks** (out of 4) because the candidate

- ◆ gave volume of production (**1 mark**).
- ◆ gave creativity required (**1 mark**).
- ◆ gave the need for consistency (**1 mark**).

The third point about small batches is a flip on the first point about mass production.

Candidate B

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave the type of product (**1 mark**).
- ◆ gave the finance available (**1 mark**).
- ◆ gave the size of the market (**1 mark**).
- ◆ gave the complexity of the product (**1 mark**).

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave the quantity required (**1 mark**).
- ◆ gave the standardisation of the product (**1 mark**).
- ◆ gave the quality required (**1 mark**).
- ◆ gave the availability of resources (**1 mark**).

The candidate also gave the finance available.

The fourth point about scale is a repeat of the first point about quantity required. If the candidate had meant 'size' by the word 'scale' the reason was too vague.

Question 2d

Candidate A

The answer was awarded **2 marks** (out of 3) because the candidate

- ◆ gave the disadvantage of high set up costs (**1 mark**).
- ◆ gave the disadvantage of employee training needs (**1 mark**).

The candidate confused CAD with CAM in the final point.

Candidate B

The answer was awarded **1 mark** (out of 3) because the candidate

- ◆ gave the advantage of reduced staff costs (**1 mark**).

The other points the candidate made are all generic to any computer system and not specific to CAD.

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave having a 3D view of a design (**1 mark**).
- ◆ gave reducing the need for creating prototypes (**1 mark**).
- ◆ gave the potential complexity of software (**1 mark**).

Question 3a

Candidate A

The answer was awarded **2 mark** (out of 3) because the candidate

- ◆ compared first-hand and second-hand information (**1 mark**).
- ◆ compared up-to-date and out-of-date information (**1 mark**).

The comparison of field research being carried out outside the workplace and desk research being carried out within the workplace is not always true as some field research can be done within the workplace.

Best practice is to use single pairs of points separated by 'whereas' for each mark.

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ compared first hand and secondary information (**1 mark**).
- ◆ compared collecting information for a specific purpose and re-using information collected for another purpose (**1 mark**).
- ◆ compared the high cost and low cost of collecting information (**1 mark**).

The candidate also gave face-to-face vs internet collection of data. (Note that if the candidate had only given 'interviews' and 'websites', these would have been considered examples and would not have been mark worthy.)

Candidate C

The answer was awarded **2 marks** (out of 3) because the candidate

- ◆ compared first hand and secondary information (**1 mark**).
- ◆ compared new and old information (**1 mark**).

Note that the candidate's second paragraph does not gain a mark because it only contains a variety of examples for field and desk research.

Question 3b

Candidate A

The answer was awarded **3 marks** (out of 5) because the candidate

- ◆ gave the advantage of different markets **(1 mark)**.
- ◆ gave the advantage of spreading the risk **(1 mark)**.
- ◆ gave the disadvantage of the cost and risk of new markets **(1 mark)**.

The third point about attracting new customers is a repeat of entering different markets. The fourth point about loss on one product being helped by [sales] of another product is a repeat of spreading the risk. The final point contradicts what has been said earlier about spreading the risk.

Candidate B

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ gave the advantage of spreading the risk **(1 mark)**.
- ◆ gave the advantage of an increased market share **(1 mark)**.
- ◆ gave the advantage of increased brand awareness **(1 mark)**.
- ◆ gave the disadvantage of increased advertising costs **(1 mark)**.
- ◆ gave the disadvantage of cross contaminating a bad reputation **(1 mark)**.

Candidate C

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ gave the advantage of spreading the risk **(1 mark)**.
- ◆ gave the advantage of increased customer loyalty **(1 mark)**.
- ◆ gave the advantage of brand awareness when launching new products **(1 mark)**.
- ◆ gave the disadvantage of cross contaminating a bad reputation **(1 mark)**.
- ◆ gave the disadvantage of high R&D costs **(1 mark)**.

The second point about less chance of making losses is a repeat of spreading the risk. The fourth point about cash cows is inaccurate as cash cows do not absorb resource for activities such as advertising, etc.

Question 3c

Candidate A

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ compared a low and high starting price (**1 mark**).
- ◆ compared a highly competitive and a low competition market (**1 mark**).
- ◆ gave both strategies changing over time (**1 mark**).

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ compared a low and high starting price (**1 mark**).
- ◆ compared an increasing and decreasing price over time (**1 mark**).
- ◆ gave both strategies being used at the introduction stage (**1 mark**).

Note that the candidate's third paragraph does not gain a mark because it appears to be describing low and premium prices which are long term pricing strategies rather than penetration or skimming which are short term.

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ compared a low and high starting price (**1 mark**).
- ◆ compared a crowded market and a no competition market (**1 mark**).
- ◆ compared low and high starting profits. (**1 mark**).

Question 3d

Candidate A

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave increasing profits **(1 mark)**.
- ◆ gave increasing positive reviews **(1 mark)**.
- ◆ gave increasing sales **(1 mark)**.
- ◆ gave feedback from staff **(1 mark)**.

The final point about the atmosphere in the firm is too vague, as there is no suggestion of the way in which changes in atmosphere are measured.

Candidate B

The answer was awarded **1 mark** (out of 4) because the candidate

- ◆ gave meeting objectives **(1 mark)**.

The last point about highlighting improvements is too vague without giving specifics about improvements in what, otherwise it is a repeat of the first point.

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave increasing sales **(1 mark)**.
- ◆ gave increasing profits **(1 mark)**.
- ◆ gave positive customer feedback **(1 mark)**.
- ◆ gave positive staff feedback **(1 mark)**.

Question 4a

Candidate A

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave a bank loan with repayments made with added interest (**1 mark**).
- ◆ gave a mortgage with repayments over a long time (**1 mark**).
- ◆ gave retained profits which have been saved up (**1 mark**).

The candidate also gave crowd funding from public donations.

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave a bank loan with repayments made over time and with interest (**1 mark**).
- ◆ gave venture capital involving giving a share of the business to the investor (**1 mark**).
- ◆ gave issuing shares on the stock market (**1 mark**).

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave a bank loan with repayments made overtime and with interest (**1 mark**).
- ◆ gave a government grant which requires criteria to be fulfilled (**1 mark**).
- ◆ developed a government grant which does not need to be repaid. (**1 mark**).

The candidate also gave reducing the rate of dividend payments.

Question 4b

Candidate A

The answer was awarded **2 marks** (out of 4) because the candidate

- ◆ gave profit for the year as the total profit made (**1 mark**).
- ◆ gave staff wages as an expense for the firm (**1 mark**).

The point about total expenditure as 'costs and spendings' is too vague and too similar to staff wages. The candidate would need to have given purchases less cost of sales to get the mark.

Candidate B

The answer was awarded **1 mark** (out of 4) because the candidate

- ◆ gave profit for the year as gross profit less expenses (**1 mark**).

The first point says that money is 'spent' on selling. In simple terms, the candidate should have said that money is 'made' on selling.

The other points are inaccurate.

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave sales as the total made from selling products (**1 mark**).
- ◆ gave cost of sales as the amount spent on producing products (**1 mark**).
- ◆ gave gross profit as sales less cost of sales (**1 mark**).
- ◆ gave profit for the year as gross profit less expenses (**1 mark**).

Question 4c

Candidate A

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ linked the time spent on core tasks with improved workflow **(1 mark)**.
- ◆ linked the outsourcing firm having specialist equipment with cost saving **(1 mark)**.
- ◆ linked the outsourcing firm being specialists with improved standards **(1 mark)**.
- ◆ linked the outsourcing firm working for competitors with potential confidentiality issues **(1 mark)**.
- ◆ linked giving responsibility to an outsourcing firm with the loss of some control **(1 mark)**.

The candidate also gave the need to rely on an outsourcing firm with the impact of being let down by them.

Candidate B

The answer was awarded **4 marks** (out of 5) because the candidate

- ◆ linked saving time with focussing on core activities **(1 mark)**.
- ◆ linked paying the outsourcing firm with not having cash to spend on other activities **(1 mark)**.
- ◆ linked the outsourcing firm making mistakes with a loss of reputation **(1 mark)**.
- ◆ linked paying an outsourcing firm with a failure by them to complete the task satisfactorily **(1 mark)**.

Candidate C

The answer was awarded **4 marks** (out of 5) because the candidate

- ◆ linked focusing on core activities with higher productivity **(1 mark)**.
- ◆ linked saving on specialist equipment with freeing up finance to spend on other activities **(1 mark)**.
- ◆ linked the cost of hiring an outsourcing firm with the effect on profit **(1 mark)**.
- ◆ linked confidentiality issues with loss of reputation **(1 mark)**.

The candidate repeated the concept of core activities.

Question 4d

Candidate A

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave restricting the choice of suppliers **(1 mark)**.
- ◆ gave improving living conditions for farmers **(1 mark)**.
- ◆ gave high prices deterring consumers **(1 mark)**.

Note that the first point about selling for a higher price to increase profits is inaccurate as Fairtrade products are more expensive to cover higher costs, not to increase profit levels.

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave higher price **(1 mark)**.
- ◆ gave steady income for farmers **(1 mark)**.
- ◆ gave funding schools and hospitals [in developing countries] **(1 mark)**.

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave attracting customers with the Fairtrade symbol **(1 mark)**.
- ◆ gave a limited choice of suppliers **(1 mark)**.
- ◆ gave higher prices for consumers **(1 mark)**.

The candidate also gave high prices may deter consumers.

Question 5a

Candidate A

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave extracting raw materials **(1 mark)**.
- ◆ gave creating goods from raw materials **(1 mark)**.
- ◆ gave providing a service **(1 mark)**.
- ◆ gave delivering IT services **(1 mark)**.

Candidate B

The answer was awarded **3 marks** (out of 4) because the candidate

- ◆ gave obtaining raw materials **(1 mark)**.
- ◆ gave manufacturing goods **(1 mark)**.
- ◆ gave providing IT **(1 mark)**.

The candidate wrongly named the tertiary sector as the public sector.

Candidate C

The answer was awarded **4 marks** (out of 4) because the candidate

- ◆ gave extracting raw materials **(1 mark)**.
- ◆ gave manufacturing goods **(1 mark)**.
- ◆ gave providing services **(1 mark)**.
- ◆ gave providing IT **(1 mark)**.

Question 5b

Candidate A

The answer was awarded **4 marks** (out of 5) because the candidate

- ◆ gave the advantage of self-setting targets **(1 mark)**.
- ◆ gave the disadvantage of being time consuming **(1 mark)**.
- ◆ gave the advantage of checking employee performance over time **(1 mark)**.
- ◆ gave the advantage of allowing feedback from colleagues **(1 mark)**.

The point about appraisal being potentially demotivating in the second paragraph needs more to be mark worthy.

Candidate B

The answer was awarded **4 marks** (out of 5) because the candidate

- ◆ gave the advantage of setting goals for employees **(1 mark)**.
- ◆ gave the disadvantage of receiving negative feedback **(1 mark)**.
- ◆ gave the advantage of improving staff/manager relationships **(1 mark)**.
- ◆ gave the advantage of improving staff performance **(1 mark)**.

Candidate C

The answer was awarded **5 marks** (out of 5) because the candidate

- ◆ gave the advantage of improving motivation **(1 mark)**.
- ◆ gave the advantage of being linked to pay increases **(1 mark)**.
- ◆ gave the advantage of potential promotion **(1 mark)**.
- ◆ gave the advantage of allowing feedback from colleagues **(1 mark)**.
- ◆ gave the advantage of identifying targets **(1 mark)**.

The candidate also gave the advantage of reviewing current targets and the disadvantage of burdening employees with too many tasks.

The last point in the first paragraph about loss of motivation is a flip of the first mark given for increasing motivation.

Question 5c

Candidate A

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ linked empowerment with working harder by using worker directors (**1 mark**).
- ◆ linked bonding between staff/managers with a positive corporate culture by using works councils (**1 mark**).
- ◆ linked awareness of potential changes with effective decision making by using quality circles (**1 mark**).

Candidate B

The answer was awarded **1 mark** (out of 3) because the candidate

- ◆ linked sharing viewpoints with better employee relations by using works councils (**1 mark**).

In the first paragraphs the candidate has misunderstood the role of a worker director. In the last paragraph the candidate has misunderstood the core purpose of quality circles.

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ linked increased communication between staff/managers with less resistance to change by using works councils (**1 mark**).
- ◆ linked improved communication between staff/managers with confidence at raising issues by using quality circles (**1 mark**).
- ◆ linked staff giving opinions at board level with reduced conflict by using worker directors (**1 mark**).

Question 5d

Candidate A

The answer was awarded **1 mark** (out of 3) because the candidate

- ◆ gave preparing to replace staff when needed (**1 mark**).

Workforce planning is about being proactive in the long term. In their answers about absence and promotion, the candidate appears to be conflating reacting to short-term situations with long-term planning.

Candidate B

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave identifying labour needs to fill vacancies (**1 mark**).
- ◆ gave identifying training needs (**1 mark**).
- ◆ gave identifying skills gaps (**1 mark**).

Candidate C

The answer was awarded **3 marks** (out of 3) because the candidate

- ◆ gave ensuring staffing levels are met (**1 mark**).
- ◆ gave identifying development needs of employees (**1 mark**).
- ◆ gave anticipating the training needs of the organisation (**1 mark**).