



Edexcel A-level Business exam practice answers

How your exams are marked

Questions worth 1 or 2 marks test your knowledge. Aspects of definitions will earn a mark each. These answers show these as a [1] for each aspect that would earn a mark.

Questions worth 3 to 12 marks which contain the command word 'analyse' or 'explain why' will earn marks for each of three skills: Knowledge, Application of knowledge, and Analysis of the question. These answers indicate how these skills can be shown for each question.

Questions worth 10 or more marks expecting a judgement (e.g. command words will include evaluate, to what extent, discuss, or may simply ask you to recommend a course of action) test four skills: Knowledge, Application, Analysis and Evaluation (your ability to make a supported judgement). These are marked using a levels of response grid — this asks the examiner to judge how well you have shown all four skills in your response. Top level answers will:

- 'show accurate and thorough understanding throughout, using the business context'
- 'use well-developed and logical, coherent chains of reasoning, showing a range of cause and/or effect(s)'
- 'use information well to support judgements, showing a full awareness of the validity and significance of competing arguments/factors'.

As a guide:

- For questions worth 10–14 marks, develop two arguments fully before making a judgement.
- For questions worth more than 14 marks, develop three arguments before making a judgement.

These answers will indicate points on which valid arguments can be developed and suggest typical ways to demonstrate all relevant skills for the question asked.

Mark scheme for 20 mark questions

Level	Mark	Descriptor
	0	A completely inaccurate response.
1	1–4	Isolated elements of knowledge and understanding. Weak or no relevant application of business examples. An argument may be attempted, but will be generic and fail to connect causes and/or consequences.



2	5–8	<p>Elements of knowledge and understanding, which are applied to the business example.</p> <p>Arguments and chains of reasoning are presented, but connections between causes and/or consequences are incomplete.</p> <p>Attempts to address the question.</p> <p>A comparison or judgement may be attempted, but it will not successfully show an awareness of the key features of business behaviour or business situation.</p>
3	9–14	<p>Accurate and thorough knowledge and understanding, supported throughout by relevant and effective use of the business behaviour/context.</p> <p>Uses developed chains of reasoning, so that causes and/or consequences are complete, showing an understanding of the question.</p> <p>Arguments are well developed.</p> <p>Quantitative and/or qualitative information is introduced in an attempt to support judgements, a partial awareness of the validity and/or significance of competing arguments and may lead to a conclusion.</p>
4	15–20	<p>Accurate and thorough knowledge and understanding, supported throughout by relevant and effective use of the business behaviour/context.</p> <p>Uses well-developed and logical, coherent chains of reasoning, showing a range of cause and/or effect(s).</p> <p>Arguments are fully developed.</p> <p>Quantitative and/or qualitative information is/are used well to support judgements. A full awareness of the validity and significance of competing arguments/factors, leading to balanced comparisons, judgements and an effective conclusion that proposes a solution and/or recommendations.</p>

16: Managing change

- 1 Note the range of requirements of this question: managing change, financial success in the long term, and twenty-first century; all need to be brought together within your response. (20)

Arguments for:

- Recognition that the pace of external, especially technological, change in the twenty-first century is faster than ever.
- External change usually requires internal adjustments; these adjustments would necessitate change management.
- Identifying the link between effective change management



and financial success is required. Financial success is most commonly measured by profitability, thus an argument that links effective change management to effective cost control could lead to profitability.

- Alternatively an argument that explains how effective change management can allow product portfolios to be regularly updated to reflect external change can lead to a justified link to improving revenues, and again profitability.

Possible counterbalance:

- Evaluative issues could be raised by zooming in on whether effective change management is necessary for ALL businesses; in some markets the rate of change is not significant, indeed, in 'retro' markets change may be seen as a negative
- Exploring whether there is just one KEY to long-term financial success: a range of other issues – the quality of strategic decision-making being an obvious choice – are likely to also be very important determinants of long-term success

2

Arguments for:

(20)

- Spending more time and money allows for more effective risk assessment and thoughtful planning of how to mitigate risk and overcome possible problems.
- In many industries or contexts, a failure to have sufficient inventory (of toilet rolls, hand sanitiser or Personal Protective Equipment) caused problems – which could have been avoided if more money had been spent building emergency stockpiles, certainly for non-perishable supplies.
- More time and money on scenario planning enables a wider range of risks to be assessed – the pandemic, though at the time a unique event for most parts of the world, was foreseeable. However, with limited resources available for scenario planning, other risks that had occurred previously may have been a greater priority for many businesses.

Possible counterbalance:

- The pandemic had profound effects that would have been unpredictable. Therefore, even with more investment, companies may still have been unprepared.
- The scale of the impact on business means that for some companies there would be little that could be done to adjust their operations to continue.
- Even the best plans need to be implemented effectively – businesses may struggle to implement their plans in times of crisis.