



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 7 marks 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 8 or more marks 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 8–10 marks, develop two arguments fully before making a judgement
- for questions worth more than 10 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.



4: Managing people

- 1 An employee is contracted to work for a business but is not guaranteed any hours of work. [2]
- 2 Arranging for another business to provide a business function that was previously carried out by the business's own staff. [2]
- 3 Knowledge/understanding: 2 marks for showing an understanding of an appropriate motivation theory, e.g. Maslow or Herzberg's theories understood. [6]
- Maslow is likely to suggest that security needs will no longer be met with a worsened contract.
 - Herzberg would suggest that hygiene needs that would previously have been met would now go unmet.

Application: up to 2 marks for a contextualised example, i.e. selecting an aspect of the story to illustrate the argument.

Analysis: 2 marks for developing the contextualised example, e.g. making a clear link between the change in type of employment and employee performance via the use of an appropriate motivation theory.

- 4 Arguments for: [10]
- HMRC have a responsibility to taxpayers to keep their costs low. Outsourcing should help to achieve this.
 - Employees may work harder if they fear for the security of their employment: in Herzberg's term this would generate movement rather than motivation, but this could still have a beneficial impact on work rate if staff were previously unmotivated.
- Arguments against:
- HMRC are failing to treat their existing employees in an ethical way.
 - The standard of work may fall if employees' motivation suffers through a loss of job security or unmet hygiene needs.