

Business marking guide

External assessment

Combination response (45 marks)

Assessment objectives

This assessment instrument is used to determine student achievement in the following objectives:

1. describe business environments and/or situations relating to drivers for change and the post-maturity stage of the business life cycle
2. explain business concepts, strategies and/or processes relating to drivers for change, change management theories and the post-maturity stage
3. select data and information relating to drivers for change and change management theories to analyse the business situation using analytical tools
4. interpret relationships, patterns and trends to draw conclusions about the implications of business transformation
5. evaluate change management strategies to make decisions and propose recommendations
6. create responses that communicate meaning to suit purpose and audience.

Purpose

This document is an External assessment marking guide (EAMG).

The EAMG:

- Provides a tool for calibrating external assessment markers to ensure reliability of results
- Indicates the correlation, for each question, between mark allocation and qualities at each level of the mark range
- Informs schools and students about how marks are matched to qualities in student responses.

Mark allocation

- Where a response does not meet any of the descriptors for a question or a criterion, a mark of '0' will be recorded. Where no response to a question has been made, a mark of 'N' will be recorded.

External assessment marking guide

Short response (21 marks)

Q	Sample response	For the first circumstance, the response:	M	For the second circumstance, the response:	M
1	<p>Changes in legislation may change business operations. For example, workplace safety laws may change. This would require businesses' current operating policies or processes to be rewritten, or physical changes to the premises to ensure compliance, e.g. PPE or fire safety.</p> <p>Businesses must also adhere to governing body industry regulations or standards. A business may need to transform human resources to reflect changed professional qualification requirements to be licensed in an industry, e.g. real estate agents.</p>	<ul style="list-style-type: none"> explains one matter of legislative compliance explains in detail how the impact drives change provides an example 	3	<ul style="list-style-type: none"> explains a second matter of legislative compliance explains in detail how the impact drives change provides an example 	3
		<ul style="list-style-type: none"> explains one matter of legislative compliance explains how the impact drives change <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> explains one matter of legislative compliance provides an example 	2	<ul style="list-style-type: none"> explains a second matter of legislative compliance explains how the impact drives change <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> explains a second matter of legislative compliance provides an example 	2
		<ul style="list-style-type: none"> provides an example of legislative compliance <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> identifies a relevant example 	1	<ul style="list-style-type: none"> provides a different example of legislative compliance <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> identifies a relevant example 	1
		<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0

Q	Sample response	For the first objective, the response:	M	For the second objective, the response:	M
2	<p>To achieve Elkie's intention of expanding the market, one objective would be to implement a social media marketing campaign within three months to promote the switch to hydroponics and its health and sustainability benefits. This will assist in building market share and to combat lobbying from Rambler Farming.</p> <p>A second objective would be to borrow \$52000 to fund set-up and training for the new system at a rate that is able to be repaid within five years. This allocates time and money to the transition and, by borrowing, cost-cutting measures such as staff redundancy to meet upfront costs are unnecessary. It will also ensure Elkie is able to focus on increasing the revenue and profits for the business immediately.</p>	<ul style="list-style-type: none"> identifies one objective provides a detailed explanation of the objective explains how it will achieve the vision for change 	3	<ul style="list-style-type: none"> identifies a second objective provides a detailed explanation of the objective explains how it will achieve the vision for change 	3
		<ul style="list-style-type: none"> identifies one objective explains how it will achieve the vision for change 	2	<ul style="list-style-type: none"> identifies a second objective explains how it will achieve the vision for change 	2
		<ul style="list-style-type: none"> identifies one objective relevant to the stimulus 	1	<ul style="list-style-type: none"> identifies a second objective relevant to the stimulus 	1
		<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0

Q	Sample response	For one activity, the response:	M	For a second activity, the response:	M	For a third activity, the response:	M
3	<p>The refreeze stage ensures change is embedded and sustained. For Herbs & Spices Inc.'s operational change, this could include three activities:</p> <ol style="list-style-type: none"> 1. Create a reward system for staff by setting KPIs appropriate for the hydroponic system, e.g. harvesting rate targets. This will keep staff engaged and help shift the business culture. 2. Create a new organisational structure based on new or refocused processes, functions and markets. An example of this would be establishing a hydroponic system maintenance team, to ensure all staff know where they fit in. 3. Establish a feedback system with customers and consumers to keep the business informed of implications or threats to the change, e.g. regular surveys to quickly address any negative advocacy from Rambler Farming, or to identify new product demand. 	<ul style="list-style-type: none"> • identifies an activity significant to the refreeze stage • explains the activity in detail • provides an example 	3	<ul style="list-style-type: none"> • identifies a second activity significant to the refreeze stage • explains the activity in detail • provides an example 	3	<ul style="list-style-type: none"> • identifies a third activity significant to the refreeze stage • explains the activity in detail • provides an example 	3
		<ul style="list-style-type: none"> • identifies an activity relevant to the refreeze stage • explains the activity <p>OR</p> <ul style="list-style-type: none"> • identifies an activity relevant to the refreeze stage • identifies a relevant example 	2	<ul style="list-style-type: none"> • identifies a second activity relevant to the refreeze stage • explains the activity <p>OR</p> <ul style="list-style-type: none"> • identifies a second activity relevant to the refreeze stage • identifies a relevant example 	2	<ul style="list-style-type: none"> • identifies a third activity relevant to the refreeze stage • explains the activity <p>OR</p> <ul style="list-style-type: none"> • identifies a third activity relevant to the refreeze stage • identifies a relevant example 	2
		<ul style="list-style-type: none"> • identifies an activity in the refreeze stage 	1	<ul style="list-style-type: none"> • identifies a second activity in the refreeze stage 	1	<ul style="list-style-type: none"> • identifies a third activity in the refreeze stage 	1
		<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0

Extended response: Question 4 (24 marks)

Q	The response:	M	The response:	M
4	<ul style="list-style-type: none"> describes in detail the environmental factors influencing change links each of the identified environmental factors to relevant stimulus 	4	<ul style="list-style-type: none"> identifies relevant stakeholders correctly classifies the power interest of each stakeholder identified analyses in detail the pattern of stakeholder power interests 	5
			<ul style="list-style-type: none"> identifies relevant stakeholders correctly classifies the power interest of stakeholders analyses the pattern of stakeholder power interests 	4
	<ul style="list-style-type: none"> describes the environmental factors influencing change links environmental factors to stimulus 	3	<ul style="list-style-type: none"> identifies relevant stakeholders identifies the power interest of stakeholders identifies the pattern of stakeholder power interests 	3
	<ul style="list-style-type: none"> identifies environmental factors influencing change links some environmental factors to stimulus 	2	<ul style="list-style-type: none"> identifies relevant stakeholders identifies the power interest of stakeholders 	2
	<ul style="list-style-type: none"> makes a statement about the environmental factors influencing change 	1	<ul style="list-style-type: none"> makes a statement about stakeholders <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> makes a statement about power interests 	1
	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0

Q	The response:	M	The response:	M
4	<ul style="list-style-type: none"> recognises the relationships between the stakeholders and the transformation process interprets in detail how the power interest of the stakeholders affects the business situation draws valid conclusions 	5	<ul style="list-style-type: none"> uses appropriate criteria to evaluate the operation decision presents a justified decision makes recommendations 	5
	<ul style="list-style-type: none"> identifies the relationships between stakeholders and the transformation process interprets how the power interest of the stakeholders affects the business situation draws conclusions 	4	<ul style="list-style-type: none"> uses criteria to evaluate the operation decision presents a decision makes recommendation/s 	4
	<ul style="list-style-type: none"> makes a statement about the business situation identifies that the power interest of the stakeholders affects the business situation draws a valid conclusion 	3	<ul style="list-style-type: none"> refers to a criterion states a decision makes recommendation/s 	3
	<ul style="list-style-type: none"> makes a statement about the business situation draws a conclusion <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> identifies an effect of stakeholders draws a conclusion 	2	<ul style="list-style-type: none"> refers to a criterion states a decision <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> refers to a criterion makes a recommendation 	2
	<ul style="list-style-type: none"> makes a statement about the business situation <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> identifies an effect of stakeholders <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> states a conclusion 	1	<ul style="list-style-type: none"> states a recommendation <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> states a decision 	1
	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0

Q	The response:	M
4	<ul style="list-style-type: none"> • conveys ideas relating to the question succinctly and fluently • uses the business report genre purposefully, with paragraphs organised logically around the central purpose and suited to the audience 	5
	<ul style="list-style-type: none"> • conveys ideas relating to the question fluently • uses the business report genre, with paragraphs organised around the central purpose and suited to the audience 	4
	<ul style="list-style-type: none"> • conveys ideas relating to the question • uses the business report genre, with paragraphs based around the central purpose and suited to the audience 	3
	<ul style="list-style-type: none"> • conveys ideas relating to the question using paragraphs 	2
	<ul style="list-style-type: none"> • conveys ideas relating to the question 	1
	<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0