

Business marking guide and response

Sample external assessment 2020

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.

Introduction

The Queensland Curriculum and Assessment Authority (QCAA) has developed mock external assessments for each General senior syllabus subject to support the introduction of external assessment in Queensland.

An external assessment marking guide (EAMG) has been created specifically for each mock external assessment.

The mock external assessments and their marking guides were:

- developed in close consultation with subject matter experts drawn from schools, subject associations and universities
- aligned to the external assessment conditions and specifications in General senior syllabuses
- developed under secure conditions.

Purpose

This document consists of an EAMG and an annotated response.

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 (EAMG)

Short response

Question	Sample response	The response for a driver of change	The response for another driver of change
1	<p>1. Organisational structure. The company may decide that it is better to divest itself of a business that is not earning as much as the holding company would like or that it is better to demerge and invest the funds in another business that will bring in better returns than the demerged business.</p> <p>2. Competitiveness. The company may decide that competition between two of its holdings is reducing the overall effect of being competitive in the marketplace. By demerging, the current holdings and the demerged business can freely compete in an open market and respond to market trends.</p>	<ul style="list-style-type: none"> identifies a driver of change [1 mark] 	<ul style="list-style-type: none"> identifies a driver of change [1 mark]
		<ul style="list-style-type: none"> fully explains a reason for demerging within the given context [2 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> makes a statement about demerging [1 mark] 	<ul style="list-style-type: none"> fully explains a reason for demerging within the given context [2 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> makes a statement about demerging [1 mark]

Question	Sample response	The response	Marks
2	<p>The impacts on Mustget Pty Ltd in implementing the BrilliantPac system are all positive and will maintain its market leader status.</p> <p>Internal</p> <p>Automation will allow for more efficient stock management and a reduction in holding and carrying costs (stimulus 1, 2) as inventory can be turned over faster than currently. Automation will also result in a reduction in human error that can cause increased expenses.</p> <p>There will also be a safer work environment for workers with an intelligent system but there may also be a reduced need for workers in the distribution centre (stimulus 2). Goods will be moving into and out of the distribution centre more quickly so there will be a need for more delivery staff to ensure the efficiencies of the automated system are not lost.</p> <p>Cost savings may mean expansion of operations to introduce further products.</p> <p>External</p> <p>The major impact is improved competitiveness. The decreased turnaround time for processing and delivery of stock (stimulus 2) makes Mustget Pty Ltd more attractive. Over time cost savings through the implementation of the intelligent system will mean reduced selling prices and increased competitiveness.</p>	<ul style="list-style-type: none"> provides a detailed explanation of impacts using specific examples from Case study 1 provides conclusions based on the explanation 	5
		<ul style="list-style-type: none"> provides a detailed explanation of impacts evident in Case Study 1 provides conclusions based on the explanation 	4
		<ul style="list-style-type: none"> provides an explanation of impacts and refers to Case Study 1 provides a conclusion 	3
		<ul style="list-style-type: none"> provides explanation of an impact provides a conclusion 	2
		<ul style="list-style-type: none"> provides explanation of an impact OR provides a conclusion 	1

Question	Sample response	The response for a leadership strategy	The response for another leadership strategy
3	<p>Management of resistance to change can affect the outcome of the change process. Manipulation as a leadership strategy can get employees to work towards a common goal and targets outcomes not people. Manipulation works well when others are encouraged to take ownership of the process (email from Greg asking Shane to work with him). Greg is managing the situation to gain support by identifying the benefits of moving to the new plant's better environment.</p> <p>Threatening staff, as Greg did regarding communication with the media, may stop Shane in the short term. He will need encouragement to work with Greg for longer term support or Shane's motivation to work at the business may disappear. This is evident as Shane is not happy at present (Shane's email).</p>	<ul style="list-style-type: none"> • provides a detailed explanation of a relevant responsive strategy for resistance to change using specific references to Case Study 2 [3 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • provides an explanation of a relevant responsive strategy for resistance to change [2 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • identifies a strategy for resistance to change [1 mark] 	<ul style="list-style-type: none"> • provides a detailed explanation of a relevant responsive strategy for resistance to change using specific references to Case Study 2 [3 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • provides an explanation of a relevant responsive strategy for resistance to change [2 marks] <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • identifies a strategy for resistance to change [1 mark]

Question	Sample response	The response	Mark
4a)	<p>Context</p> <p>Solidwood Timber and Hardware Pty Ltd is a mature, boutique family business in the transformation stage. The internal financial environment consists of equity finance (owners) of 70% and external financing of 30% (debt finance). Timber and shelving provides the highest level of revenue (45%) and is the most expensive division (55%). Gardening supplies and equipment provide 19% of the revenue costing 10% of total expenses however, Painting, Nuts and bolts and Sundry divisions carry 20% of the business's expenses but earn 31% of the revenue. Plumbing carries 15% of the expenses bringing in 5% of the revenue. With a high level of equity finance, the business is in a good position to source further external funds should these be needed to expand operations.</p>	<ul style="list-style-type: none"> provides a detailed explanation of the finance mix and its implications, using data from relevant stimulus includes a detailed description of the contribution of the divisions using data from relevant stimulus 	5
		<ul style="list-style-type: none"> provides a detailed explanation of the finance mix using data from relevant stimulus includes a detailed description of the contribution of the divisions using data from relevant stimulus 	4
		<ul style="list-style-type: none"> provides an explanation of the finance mix includes a description of the contribution of the divisions using data from relevant stimulus 	3
		<ul style="list-style-type: none"> provides an explanation of the finance mix includes a description of the contribution of the divisions 	2
		<ul style="list-style-type: none"> describes the finance mix <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> describes the contributions of some divisions 	1

Question	Sample response	The response	Mark
4b)	<p>Appendix 1 Strengths</p> <ul style="list-style-type: none"> • high level of equity in the business providing capacity to fund growth internally or externally (stimulus 8) • low debt level makes the business attractive for external funding (stimulus 8) • good range of products to suit niche market • enduring: been in operation for 50 years and shows stability (stimulus 4) • high level of sales through Timber and shelving across 5 years (stimulus 9) • company values have been maintained (stimulus 5). <p>Weaknesses</p> <ul style="list-style-type: none"> • prices for Timber and shelving has risen • low turnover rate of timber and 'stockpiling' (stimulus 4) • future supplies of timber • unprofitable divisions (Plumbing, Timber and shelving). <p>The business has many strengths so long-term viability is not a problem. The owners will have to address the two unprofitable divisions which are reducing profits. Continuation of these divisions means that either alternate sources of stock or alternative stock items should be investigated; particularly in the Timber and shelving division which also has a stockpile of slow-moving timber.</p>	<ul style="list-style-type: none"> • provides a comprehensive range of strengths with specific reference to relevant stimulus • provides a comprehensive range of weaknesses with specific reference to relevant stimulus • provides recommendation/s based on the identified strengths and weaknesses 	5
		<ul style="list-style-type: none"> • provides a comprehensive range of strengths • provides a comprehensive range of weaknesses • provides recommendation/s based on the identified strengths and weaknesses 	4
		<ul style="list-style-type: none"> • provides some strengths • provides some weaknesses • provides recommendation/s based on the identified strengths and weaknesses 	3
		<ul style="list-style-type: none"> • provides a strength • provides a weakness 	2
		<ul style="list-style-type: none"> • provides a strength • provides a weakness <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • provides a weakness 	1

Extended response

Question	The response	Mark	The response	Mark	The response	Mark
5	<ul style="list-style-type: none"> uses appropriate criteria purposefully for each of the proposed strategies maintains clear links to relevant stimulus 	7	<ul style="list-style-type: none"> presents convincing and justified recommendations drawn from the evaluation provides a conclusion 	6	<ul style="list-style-type: none"> uses business report format to suit purpose and audience conveys ideas succinctly and clearly uses business terminology, grammar, spelling, punctuation proficiently 	5
	<ul style="list-style-type: none"> uses appropriate criteria for each of the proposed strategies maintains clear links to relevant stimulus 	6	<ul style="list-style-type: none"> presents recommendations drawn from evaluation provides a conclusion 	5	<ul style="list-style-type: none"> uses business report format presents ideas clearly demonstrates control of business terminology, grammar, spelling, punctuation 	4
	<ul style="list-style-type: none"> uses appropriate criteria purposefully for two of the proposed strategies maintains clear links to relevant stimulus 	5	<ul style="list-style-type: none"> presents a recommendation drawn from evaluation provides a conclusion 	4	<ul style="list-style-type: none"> uses business report format demonstrates control of business terminology, grammar, spelling, punctuation 	3
	<ul style="list-style-type: none"> uses appropriate criteria for two of the proposed strategies maintains clear links to relevant stimulus 	4	<ul style="list-style-type: none"> allows recommendations to be inferred from the evaluation 	3	<ul style="list-style-type: none"> uses of business terminology, grammar, spelling, punctuation, allowing for some errors 	2
	<ul style="list-style-type: none"> uses appropriate criteria for two of the proposed strategies 	3	<ul style="list-style-type: none"> allows a recommendation to be inferred from the evaluation 	2	<ul style="list-style-type: none"> uses grammar, spelling, punctuation, allowing for some errors 	1
	<ul style="list-style-type: none"> uses appropriate criteria for one proposed strategy 	2	<ul style="list-style-type: none"> includes a conclusion 	1		
	<ul style="list-style-type: none"> refers to criteria 	1				