

Business marking guide and response

External assessment 2021

Combination response (35 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 consists of a marking guide and a sample response.

The marking guide:

- 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.

The sample response:

- demonstrates the qualities of a high-level response
- has been annotated using the marking guide.

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.

Marking guide

Short response

Q	The response:	The response:	Notes
1	<p>Management style 1</p> <ul style="list-style-type: none"> identifies a relevant management style [1 mark] provides an in-depth explanation of how the identified management style acts as an internal driver of change [1 mark] 	<p>Management style 2</p> <ul style="list-style-type: none"> identifies a second relevant management style [1 mark] provides an in-depth explanation of how the identified management style acts as an internal driver of change [1 mark] 	<p><i>Relevant management styles</i> may include:</p> <ul style="list-style-type: none"> autocratic persuasive consultative participative/democratic or other suitable response consistent with a reasonable understanding. <p><i>Relevant:</i> connected with the matter in hand; applicable and pertinent</p> <p><i>In-depth:</i> comprehensive and with thorough coverage</p> <p>How the management style drives the change must be explained in detail. This would include specific information about how the identified management style responds to and leads change.</p>
<p>Sample response</p> <p>A management style is the way managers organise tasks and interact with employees to achieve business objectives.</p> <p>A manager with an autocratic style may impose change on the business based on their judgments and opinions only. This style ensures the decision to change is made quickly, and the change commences without the involvement of staff.</p> <p>A manager with a democratic style will drive change that responds to the wishes and judgments of their staff. The open communication associated with this style will ensure the need for change is clear and all are involved.</p>			

Q	The response:	M	Notes
2	<ul style="list-style-type: none"> describes explicitly how the operating environmental factor influences a business manager to initiate change uses a relevant example to describe the situation 	3	<p><i>Relevant operating factors</i> may include:</p> <ul style="list-style-type: none"> internal operating environment <ul style="list-style-type: none"> § business leaders: owners and managers § employees § organisational structure § organisational culture § or other suitable response consistent with a reasonable understanding external operating environment <ul style="list-style-type: none"> § customers § competitors § suppliers § interest groups, e.g. professional associations, unions, public interest groups § or other suitable response consistent with a reasonable understanding. <p><i>Relevant:</i> connected with the matter in hand; applicable and pertinent <i>Explicit:</i> clearly and distinctly expressing all that is meant; leaving nothing merely implied or suggested</p> <p>A <i>relevant example</i> is connected to the operating environmental factor identified and would influence a business manager to initiate change.</p>
	<ul style="list-style-type: none"> describes how the operating environmental factor influences a business manager to initiate change provides an example 	2	
	<ul style="list-style-type: none"> states an environmental factor 	1	
	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	
Sample response			
<p>An external operating environmental factor that could influence a business manager to initiate change is the business's customers. A business must continually ensure that its customers' needs are being met. It also needs to respond quickly, changing the way it operates to satisfy its customers. For example, a business that only provides instore facilities may need to change its operations and provide an online option to meet customer needs and stay competitive.</p>			

Q	The response:	Notes
3	<ul style="list-style-type: none"> • identifies a relevant circumstance [1 mark] • links the circumstance to stimulus [1 mark] • explains how a consultant and/or professional service could assist the surfboard business [1 mark] 	<p><i>Relevant:</i> connected with the matter in hand; applicable and pertinent, i.e. identifiable in the stimulus and a circumstance requiring the assistance of a consultant and/or professional service.</p> <p>Explanation of how a consultant and/or professional service could assist the surfboard business could include:</p> <ul style="list-style-type: none"> - for future growth, market analysts could help to access new or emerging markets to increase sales and profits - to broaden the market, marketing consultants could help to reach first-time surfers - to restructure the business, lawyers could help to provide legal advice on operating a manufacturing business offshore - or other suitable response consistent with a reasonable understanding.
Sample response		
<p>The business is in the renewal stage of the business cycle. It is seeking new areas for growth, as shown by the proposal to manufacture overseas and move into mass production (Stimulus 1). Market analysts could help the business identify and access new or emerging markets, potentially increasing sales and profits.</p>		

Q	The response:	M
4	<ul style="list-style-type: none"> • identifies two relevant forces for change with explicit links to relevant stimulus • identifies two relevant forces against change with explicit links to relevant stimulus • provides an insightful analysis of the two identified forces for change • provides an insightful analysis of the two identified forces against change 	5
	<ul style="list-style-type: none"> • identifies two relevant forces for change with links to relevant stimulus • identifies two relevant forces against change with links to relevant stimulus • provides an appropriate analysis of the two identified forces for change • provides an appropriate analysis of the two identified forces against change 	4
	<ul style="list-style-type: none"> • identifies forces for and against change from the stimulus • provides an analysis of the identified forces for change to the manufacturing operations • provides an analysis of the identified forces against change to the manufacturing operations 	3
	<ul style="list-style-type: none"> • identifies forces for and/or against change • makes a statement about business change 	2
	<ul style="list-style-type: none"> • identifies a force for or against change <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • makes a statement about business change 	1
	<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0

Sample response

The business faces pressures for and against the intended change to manufacturing. The switch to more automated manufacturing in Thailand will reduce production costs (Stimulus 1) and mean production is closer to key markets (Stimulus 3). This change will enable the business to meet rising consumer demand more quickly (Stimulus 2) and attract new customers with a low-cost option (Stimulus 1).

However, the company has built its brand on traditional, handmade surfboards that use local inputs (Stimulus 1). This goes against the proposed mass production. Continuing to use Australian inputs will be more difficult with overseas manufacturing, and local high-profile surfers do not support mass production of surfboards (Stimulus 2).

Overall, the forces for change are stronger, so the business should proceed with the change to overseas manufacturing and should seek advice from consultants or professional services on how to proceed.

Extended response — Question 5

The response:	M	The response:	M
Analysing		Synthesising	
<ul style="list-style-type: none"> identifies significant and relevant factors from the stimulus correctly classifies factors as strength, weakness, opportunity and threat provides an insightful analysis of strategies in the business transformation 	5	<ul style="list-style-type: none"> recognises significant and relevant trends provides a discriminating interpretation of the effects on the business situation provides an insightful synthesis of the implications of transforming the business draws valid conclusions about the business transformation 	5
<ul style="list-style-type: none"> identifies relevant factors from the stimulus correctly classifies factors as strength, weakness, opportunity or threat provides an appropriate analysis of strategies in the business transformation 	4	<ul style="list-style-type: none"> recognises relevant trends provides a reasonable interpretation of the effects on the business situation provides a relevant synthesis of the implications of transforming the business draws a valid conclusion about the business transformation 	4
<ul style="list-style-type: none"> identifies factors from the stimulus identifies a strength, weakness, opportunity and threat provides an analysis of strategies in the business transformation 	3	<ul style="list-style-type: none"> recognises a trend identifies the effects on the business situation synthesises the implications of transforming the business draws a conclusion about the business transformation 	3
<ul style="list-style-type: none"> identifies a strength, weakness, opportunity or threat makes a statement about business transformation 	2	<ul style="list-style-type: none"> makes a statement about the business situation makes a statement about the transformation <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> makes a statement about the business situation and/or transformation draws a conclusion 	2
<ul style="list-style-type: none"> identifies a strength, weakness, opportunity or threat <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> makes a statement about business transformation 	1	<ul style="list-style-type: none"> makes a statement about the business situation or transformation <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> states a conclusion 	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

The response:	M	The response:	M
Evaluating		Communicating	
<ul style="list-style-type: none"> identifies relevant marketing strategies from the stimulus demonstrates effective use of business criteria to purposefully evaluate the strategies provides a thoroughly justified and relevant decision for the business situation makes appropriate recommendations drawn from the evaluation 	5	<ul style="list-style-type: none"> conveys ideas relating to the question succinctly and fluently uses the business report genre purposefully to suit the audience 	5
<ul style="list-style-type: none"> identifies marketing strategies from the stimulus demonstrates credible use of business criteria to evaluate the strategies provides a justified decision for the business situation makes recommendations drawn from the evaluation 	4	<ul style="list-style-type: none"> conveys ideas relating to the question fluently uses the business report genre appropriately to suit the audience 	4
<ul style="list-style-type: none"> identifies a marketing strategy refers to business criteria states a decision and/or makes a recommendation 	3	<ul style="list-style-type: none"> conveys ideas relating to the question uses the business report genre 	3
<ul style="list-style-type: none"> identifies a strategy and/or identifies business criterion/criteria states a decision and/or makes a recommendation 	2	<ul style="list-style-type: none"> conveys ideas relating to the question using paragraphs 	2
<ul style="list-style-type: none"> states a strategy OR states a business criterion/criteria OR states a decision OR states a recommendation 	1	<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	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0

Notes

Relevant marketing strategies may include:

- product strategies (switch to vege-meat)
- promotional strategies (social media, word of mouth, website)
- or other suitable response consistent with a reasonable understanding.

Business criteria are:

- competitiveness
- stakeholder satisfaction
- efficiency
- effectiveness.

Relevant: connected with the matter in hand; applicable and pertinent

Effective: meeting the assigned purpose

Purposeful: having an intended or desired result

Thorough: attentive to every detail

Justified: sound reasons or evidence are provided

Appropriate: acceptable; suitable for a particular purpose

Credible: convincing

Students may include a decision-making table in their response.

Students should evaluate existing practices (marketing strategies), not possible alternatives.

Students' decisions should relate to the marketing strategies used to date.

Recommendation/s may include alternative strategies.



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