

Business marking guide and response

External assessment 2022

Combination response (39 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.

Section 1

Criterion: Explaining

Q	Sample response	The response:
1	<p>Performance management reviews the overall performance of a business and its human resources requirements to ascertain how goals can be better reached. A possible outcome from the performance management review is redundancy. Redundancy is determined during a performance management review process where a position within an organisation may no longer be required as a result of business transformation.</p>	<ul style="list-style-type: none">• identifies a possible performance management outcome when transforming a business [1 mark]• explains the possible outcome [1 mark]• explains the role of performance management [1 mark]

Q	Sample response	The response:
2	<p>Kotter's eight-step change model places emphasis on involvement and acceptance of the change to ensure success. Corporate culture, as a driver of change, can impact on the success of transformation as it refers to the values or beliefs of a business. Forming a powerful coalition of key leaders will ensure that corporate culture is positive throughout the change. This is because corporate culture is driven by the leaders in a business, and it is the leaders that will ensure the change is implemented.</p>	<ul style="list-style-type: none"> • identifies a relevant step from Kotter's change management model [1 mark] • explains in-depth how the step influences corporate culture during transformation [1 mark] • provides a relevant example [1 mark] • links identified relevant step to the relevant example [1 mark]

Criterion: Describing

Q	Sample response	The response:
3	<p>A macro external environmental factor that influenced change at the vet clinic is the legal environment. The legal environment relates to the laws that state how a business must operate. Stimulus 11 refers to the lobbying influence of welfare groups and veterinary associations in achieving legislative change, which resulted in updates to legislation. These updates mandate that vet nurses must have necessary training to perform complementary therapies. Therefore, the business needs to change to abide by the new laws.</p>	<ul style="list-style-type: none">• identifies a macro environmental factor [1 mark]• describes the macro environmental factor [1 mark]• describes how it could influence the need for change in the business [1 mark]• links the macro environmental factor to the case study [1 mark]

Criterion: Evaluating

Q	The response, for one business criterion:	M	The response, for a second business criterion:	M	The response:	M
4	<ul style="list-style-type: none"> demonstrates effective use of a relevant business criterion to evaluate the human resource strategy uses relevant stimulus to evaluate using a business criterion 	3	<ul style="list-style-type: none"> demonstrates effective use of a second relevant business criterion to evaluate the human resource strategy uses relevant stimulus to evaluate using another business criterion 	3	<ul style="list-style-type: none"> identifies a relevant human resource strategy from the stimulus provides a justified decision for the business transformation makes an appropriate recommendation 	3
	<ul style="list-style-type: none"> demonstrates use of a business criterion to evaluate the human resource strategy refers to a stimulus to evaluate 	2	<ul style="list-style-type: none"> demonstrates use of another business criterion to evaluate the human resource strategy refers to a stimulus to evaluate 	2	<ul style="list-style-type: none"> identifies a human resource strategy provides a decision for the business transformation makes a recommendation 	2
	<ul style="list-style-type: none"> states a business criterion 	1	<ul style="list-style-type: none"> states a second business criterion 	1	<ul style="list-style-type: none"> states a strategy states a recommendation 	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

Section 2: Extended response — Question 5

Criterion: Analysing

The response for change:	M	The response against change:	M
<ul style="list-style-type: none"> selects relevant data and information relating to pressures for change from the stimulus correctly classifies and uses relevant driving forces to support the analysis provides an insightful analysis of the driving forces 	4	<ul style="list-style-type: none"> selects relevant data and information relating to pressures against change from the stimulus correctly classifies and uses relevant restraining forces to support the analysis provides an insightful analysis of the restraining forces 	4
<ul style="list-style-type: none"> selects data and information relating to pressures for change from the stimulus classifies and uses driving forces to support the analysis provides an analysis of driving forces 	3	<ul style="list-style-type: none"> selects data and information relating to pressures against change from the stimulus classifies and uses restraining forces to support the analysis provides an analysis of restraining forces 	3
<ul style="list-style-type: none"> identifies data or information relating to pressures for change from the stimulus makes a statement about pressures for change 	2	<ul style="list-style-type: none"> identifies data or information relating to pressures against change from the stimulus makes a statement about pressures against change 	2
<ul style="list-style-type: none"> identifies pressures for change 	1	<ul style="list-style-type: none"> identifies pressures against change 	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

Criterion: Synthesising

Q	The response, for relationships/patterns/trends:	M	The response, for effects/implications/conclusion:	M
5	<ul style="list-style-type: none"> identifies two relevant relationships, patterns or trends from the analysis 	3	<ul style="list-style-type: none"> provides a discriminating interpretation of the effect on the business during transformation 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 a relevant relationship, pattern or trend from the analysis 	2	<ul style="list-style-type: none"> provides a reasonable interpretation of the effect on the business during transformation 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 a relationship, pattern or trend 	1	<ul style="list-style-type: none"> identifies an effect on the business during transformation synthesises an implication of transforming the business draws a conclusion about the business transformation 	3
	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 	0	<ul style="list-style-type: none"> makes a statement about the business transformation states a conclusion 	2
	<ul style="list-style-type: none"> makes a statement about the business 		1	
	<ul style="list-style-type: none"> does not satisfy any of the descriptors above. 		0	

Criterion: Communicating

The response:	M
<ul style="list-style-type: none">• conveys ideas relating to the question succinctly and fluently• uses the business report genre purposefully to suit audience	3
<ul style="list-style-type: none">• conveys ideas relating to the question clearly• uses the business report genre to suit audience	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



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