

Business marking guide and response

External assessment 2025

Combination response (41 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.

Marking guide

Section 1: Short response

Criterion: Explaining

Q	The response:
1	<ul style="list-style-type: none">• explains how competition can be a driver of change [1 mark]• provides a relevant example [1 mark]
Sample response	
<p>Competition is an external operating driver of change. Businesses must monitor and note any changes in the industry and competitors and be able to respond quickly to these changes. This will ensure that the business maintains its market share and meets the needs of its customers. An example could be a coffee shop implementing an online ordering system in response to this consumer need being provided by a competitor.</p>	

Criterion: Explaining

Q	The response:
2	<ul style="list-style-type: none">• identifies Kotter's step 4: Communicate the vision [1 mark]• explains Kotter's step 4 [1 mark]• identifies Kotter's step 5: Empower action [1 mark]• explains Kotter's step 5 [1 mark]• identifies Kotter's step 6: Create quick wins [1 mark]• explains Kotter's step 6 [1 mark]
Sample response	
<p>Step 4: Communicate the vision Explanation: This involves sharing the vision with all who will be affected by the change. It is important for the new vision to be accepted and communicated to all stakeholders impacted by the change.</p> <p>Step 5: Empower action Explanation: This involves empowering others to act on the vision and trying to remove obstacles that may negatively impact the success of the change.</p> <p>Step 6: Create quick wins Explanation: Recognition and reward should be given to staff who are involved in achieving the change and supporting the vision. This demonstrates that involvement is appreciated and will reinforce the vision of the change. This also helps to create visible successes for staff.</p>	

Criterion: Analysing

Q	The response:
3	<ul style="list-style-type: none">• identifies a relevant force for change from the stimulus [1 mark]• analyses the force for change [1 mark]• identifies a second relevant force for change from the stimulus [1 mark]• analyses the second force for change [1 mark] • identifies a relevant force against change from the stimulus [1 mark]• analyses the force against change [1 mark]• identifies a second relevant force against change from the stimulus [1 mark]• analyses the second force against change [1 mark] • provides one action to implement change [1 mark]
Sample response	
Force field analysis	
<p>Forces for</p> <ul style="list-style-type: none">- Search engine analytics indicate consumers are seeking services, with an average of 2600 inquiries about demo uploads per month. This provides an opportunity for reaching a broader target market (Stimulus 10).- There is a strong market shift towards streaming and content creation, which is expected to become a \$4 billion industry by 2034 while music retail consistently declines to less than \$0.5 billion of revenue. This indicates that a business transformation may keep the business aligned with market trends and enable them to capture the emerging market (Stimulus 8, 9). <p>Forces against</p> <ul style="list-style-type: none">- The cost of R&D for product innovation is an average of \$1 million, while implementation of streaming services is \$1.5 million. This shows that the business would need to consider a timeframe for recouping this outlay and returning to a steady state (Stimulus 7).- The business has experienced increasing expenses over the past five years, which doesn't align with the business strategic goal to increase profitability (Stimulus 2, 4). <p>Action to implement change</p> <ul style="list-style-type: none">- Conduct a cost-benefit analysis to determine how long it would take to return to a profitable state after a large initial outlay for R&D and implementation.	

Section 2: Extended response — Question 4

Criterion: Describing

The response:	M
• provides a comprehensive description of the business situation	2
• provides a description of the business situation	1
• does not satisfy any of the descriptors above.	0

Criterion: Analysing

The response:	M
<ul style="list-style-type: none">selects relevant data and information from the case studycorrectly classifies each factor as a strength, weakness, opportunity and threatprovides an insightful analysis of the business situation	4
<ul style="list-style-type: none">selects data and information from the case studyclassifies factors as a strength, weakness, opportunity or threatprovides an appropriate analysis of the business situation	3
<ul style="list-style-type: none">selects data or informationclassifies factors as a strength, weakness, opportunity or threatprovides a vague or partial analysis	2
<ul style="list-style-type: none">identifies a factor	1
<p style="text-align: center;">OR</p> <ul style="list-style-type: none">makes a statement	
<ul style="list-style-type: none">does not satisfy any of the descriptors above.	0

Criterion: Synthesising

The response:	M
<ul style="list-style-type: none"> • identifies one relevant relationship and one relevant trend from the analysis • provides a discriminating interpretation of their effects on the business situation • provides an insightful synthesis of the implications for the business transformation • draws valid conclusions about the business transformation 	8
<ul style="list-style-type: none"> • identifies one relevant relationship and one relevant trend from the analysis • provides an appropriate interpretation of their effects on the business situation • provides an appropriate synthesis of the implications for the business transformation • draws a valid conclusion about the business transformation 	7
<ul style="list-style-type: none"> • identifies one relevant relationship or one relevant trend from the analysis • provides an appropriate interpretation of its effect on the business situation • provides an appropriate synthesis of an implication for the business transformation • draws a valid conclusion about the business transformation 	6
<ul style="list-style-type: none"> • identifies one relationship and one trend • provides an interpretation of an effect on the business situation • provides an implication for the business transformation • draws a valid conclusion about the business transformation 	5
<ul style="list-style-type: none"> • identifies a relationship or trend • provides an effect on the business situation • provides an implication for the business transformation • draws a conclusion about the business transformation 	4
<ul style="list-style-type: none"> • identifies a relationship or trend • makes a statement about the business transformation • states a conclusion 	3
<ul style="list-style-type: none"> • identifies a relationship or trend <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • makes a statement about the business transformation 	2
<ul style="list-style-type: none"> • makes a statement 	1
<ul style="list-style-type: none"> • does not satisfy any of the descriptors above. 	0

Criterion: Evaluating

The response:	M
<ul style="list-style-type: none">• identifies a relevant change management strategy from the case study• demonstrates effective use of two business criteria to make perceptive judgments• makes a thoroughly justified decision about the business transformation• makes an appropriate recommendation drawn from the decision	8
<ul style="list-style-type: none">• identifies a relevant change management strategy from the case study• demonstrates credible use of two business criteria to make judgments• makes a justified decision about the business transformation• makes an appropriate recommendation drawn from the decision	7
<ul style="list-style-type: none">• identifies a change management strategy from the case study• demonstrates use of two business criteria to make a judgment• makes a justified decision about the business transformation• makes a recommendation drawn from the decision	6
<ul style="list-style-type: none">• identifies a change management strategy• demonstrates use of one business criterion to make a judgment• makes a decision about the business transformation• makes a recommendation	5
<ul style="list-style-type: none">• identifies a change management strategy• demonstrates use of one business criterion• states a decision and/or recommendation	4
<ul style="list-style-type: none">• identifies a strategy• refers to a business criterion• states a decision and/or recommendation	3
<ul style="list-style-type: none">• identifies a business criterion• makes a statement	2
<ul style="list-style-type: none">• makes a statement	1
<ul style="list-style-type: none">• does not satisfy any of the descriptors above.	0

Criterion: Communicating

The response:	M
• conveys a concise and logical sequencing and organisation of ideas	2
• conveys an unclear or fragmented sequencing of ideas	1
• does not satisfy any of the descriptors above.	0

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