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BUSINESS

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Paper 2 Data Response

October/November 2020

MARK SCHEME

Maximum Mark: 60

Published

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the October/November 2020 series for most Cambridge IGCSE™, Cambridge International A and AS Level and Cambridge Pre-U components, and some Cambridge O Level components.

This document consists of **16** printed pages.

Generic Marking Principles

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

GENERIC MARKING PRINCIPLE 1:

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

GENERIC MARKING PRINCIPLE 2:

Marks awarded are always **whole marks** (not half marks, or other fractions).

GENERIC MARKING PRINCIPLE 3:

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

GENERIC MARKING PRINCIPLE 4:

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

GENERIC MARKING PRINCIPLE 5:

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

GENERIC MARKING PRINCIPLE 6:

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Question	Answer	Marks																										
1(a)(i)	Define the term ‘shareholder’ (line 3). <table><tr><th>Knowledge</th><th>Marks</th></tr><tr><td>A correct definition</td><td>2</td></tr><tr><td>A partial, vague or unfocused definition</td><td>1</td></tr><tr><td>No creditable content</td><td>0</td></tr></table> Content A correct definition should include the following elements (allow one mark for each element): • Owns part/a percentage • ...of a company/limited liability business <table><tr><th>Exemplar</th><th>Mark</th><th>Rationale</th></tr><tr><td>Owens a part of a limited company</td><td>2</td><td>All elements met</td></tr><tr><td>Owens a percentage of a limited liability business</td><td>2</td><td>All elements met</td></tr><tr><td>Owner of a limited company</td><td>1</td><td>Needs ‘PART’ owner</td></tr><tr><td>Has share in/invests capital in a company</td><td>1</td><td>Shares is taut/all business structures require investment</td></tr><tr><td>Control and ownership are not the same thing</td><td>0</td><td>Do not award for control</td></tr></table>	Knowledge	Marks	A correct definition	2	A partial, vague or unfocused definition	1	No creditable content	0	Exemplar	Mark	Rationale	Owens a part of a limited company	2	All elements met	Owens a percentage of a limited liability business	2	All elements met	Owner of a limited company	1	Needs ‘PART’ owner	Has share in/invests capital in a company	1	Shares is taut/all business structures require investment	Control and ownership are not the same thing	0	Do not award for control	2
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Control and ownership are not the same thing	0	Do not award for control																										
1(a)(ii)	Explain what is meant by the term ‘flow production’ (line 16). Award one mark for each point of explanation: <table><tr><th></th><th>Rationale</th><th>Marks</th></tr><tr><td>C</td><td>Example or some other way of showing good understanding</td><td>1</td></tr><tr><td>B</td><td>An understanding of it being a production process</td><td>1</td></tr><tr><td>A</td><td>An understanding of flow</td><td>1</td></tr></table> <i>C based on A OR B</i> Content Flow – a large number of standardised products / constantly produced Production process – the fact it is a process.		Rationale	Marks	C	Example or some other way of showing good understanding	1	B	An understanding of it being a production process	1	A	An understanding of flow	1	3														
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1(b)(i)	Refer to Table 1.1. Calculate the total revenue gained from Vegetarian Victory pies in 2019. <table><tr><th>Rationale</th><th>Marks</th></tr><tr><td>Correct answer with or without correct working or \$</td><td>3</td></tr><tr><td>Formula (can be implied) and correct calculation of 2019 sales</td><td>3</td></tr><tr><td>Formula (can be implied) or correct calculation of 2019 sales</td><td>1</td></tr><tr><td>No creditable content</td><td>0</td></tr></table> <i>Note: any relevant figure multiplied by the price implies the correct formula (i.e. 5000 x \$2.50)</i> Content TR = Price × quantity 5000 – 10% = 4500 4500 × \$2.50 = \$11 250 Answer = \$11 250 OFR Common answers <table><tr><th>Answer</th><th>Mark</th><th>Rationale</th></tr><tr><td>11 250</td><td>3</td><td>Correct answer – does not need \$</td></tr><tr><td>(–) \$1250 with calculations</td><td>2</td><td>Worked out –10%, used the correct formula but wrong final answer</td></tr><tr><td>1250 with no calculations</td><td>0</td><td>Wrong answer</td></tr></table>	Rationale	Marks	Correct answer with or without correct working or \$	3	Formula (can be implied) and correct calculation of 2019 sales	3	Formula (can be implied) or correct calculation of 2019 sales	1	No creditable content	0	Answer	Mark	Rationale	11 250	3	Correct answer – does not need \$	(–) \$1250 with calculations	2	Worked out –10%, used the correct formula but wrong final answer	1250 with no calculations	0	Wrong answer	3
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Question	Answer	Marks																								
1(b)(ii)	Explain <u>one</u> way in which AP could use product portfolio analysis. <table> <tr> <th>Level</th><th>Knowledge and Application</th><th>Marks</th></tr> <tr> <td>2b</td><td>Explanation of a way AP could use product portfolio analysis in context</td><td>3</td></tr> <tr> <td>2a</td><td>Explanation of a way a business could use product portfolio analysis</td><td>2</td></tr> <tr> <td>1</td><td>Identification of a way a business could use product portfolio analysis</td><td>1</td></tr> <tr> <td>0</td><td>No creditable content</td><td>0</td></tr> </table> Content - To identify when to discontinue products – VV is in decline - To identify when to market products – FF is growing - To identify when to develop new products – what happens when FF reaches maturity? - To identify when to extend the PLC of products – MM or VV Examples <table> <tr> <th>Identification of a use</th><th>Explanation</th><th>Possible context</th></tr> <tr> <td>Identify stage of product life cycle</td><td>Shows how well the product is doing</td><td>Such as meaty marvel in maturity</td></tr> <tr> <td>Identify which product is mature</td><td>So can plan a replacement</td><td>E.g. meaty marvel</td></tr> </table>	Level	Knowledge and Application	Marks	2b	Explanation of a way AP could use product portfolio analysis in context	3	2a	Explanation of a way a business could use product portfolio analysis	2	1	Identification of a way a business could use product portfolio analysis	1	0	No creditable content	0	Identification of a use	Explanation	Possible context	Identify stage of product life cycle	Shows how well the product is doing	Such as meaty marvel in maturity	Identify which product is mature	So can plan a replacement	E.g. meaty marvel	3
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Question	Answer				Marks	
1(c)	Analyse <u>two</u> economies of scale that AP might lose if the business reduces the total number of pies produced.				8	
	Level	Knowledge and Application (4 marks)	Marks	Analysis (4 marks)		Marks
	2b	Shows understanding of two (or more) economies of scale in context	4	Good analysis of losing two (or more) economies of scale in context		4
	2a	Shows understanding of one economy of scale in context	3	Good analysis of losing one economy of scale in context		3
	1b	Shows knowledge of two (or more) economies of scale	2	Limited analysis of two (or more) economies of scale		2
	1a	Shows knowledge of one economy of scale	1	Limited analysis of one economy of scale		1
	0	No creditable content				
	Content					
	• Technical – capital intensive mass production • Specialisation/managerial – specialist workers make the fillings • Marketing – AP brand is growing in popularity • Purchasing – AP can bulk buy certain ingredients – pastry is shared across all pies and cheese is also used in FF • Financial – AP brand may make it easier/cheaper to fund any new product development/expansion					
	Allow external economies of scale.					
1(c)	Example of an economy of scale (K)	Examples of application/context (APP)	Examples of possible analysis (AN + DEV)			
	Specialisation	Each filling e.g. VV made by specialists	Lose knowledge of flavour profiles which may change the taste and lose custom			
	Purchasing	Vegetables for Vegetarian Victory	Miss out on bulk buy deals which increases the variable costs of the pie			

Question	Answer				Marks
1(d)	Recommend how AP could develop its products in the future. Justify your recommendation.				11
	Knowledge and Application (4 marks)	Marks	Analysis and Evaluation (7 marks)	Marks	
			Justified recommendation based on argument(s) in context	7	
			Developed recommendation based on argument(s) in context	6	
			An evaluative statement/recommendation based on argument(s) in context	5	
	Shows understanding of two or more elements of product development in context	4	Two or more arguments based on how AP could develop its products in the future	4	
	Shows understanding of one element of product development in context	3	One argument based on how AP could develop its products in the future	3	
	Shows two or more pieces of knowledge of product development	2	Limited analysis of two or more impacts of product development on a business	2	
	Shows one piece of knowledge of product development	1	Limited analysis of one impact of product development on a business	1	
	No creditable content			0	

Question	Answer	Marks														
1(d)	Content • Reduce the meat in the MM to meet concerns over health risks. • Pies could be sold into sets of three pies to suit families. • Pies could be sold in variety packs so that it suits a family’s tastes and those who do not eat meat. • Could the pies be developed to have a longer ‘best before’ date or frozen to allow for a longer shelf life? • The price could be increased to allow for the development of a new product or to fund the redevelopment of an existing product. • The data suggests that the MM should be redeveloped to extend the PLC – could it have less meat to meet health concerns? • VV could be redeveloped now that it is in decline, to increase sales – or a new vegetarian product could be developed to replace the VV – importance of non-meat alternatives. Examples <table><tr><th>K</th><th>APP</th><th>AN</th><th>DEV</th><th>EVAL</th></tr><tr><td>Longer shelf life</td><td>Short BB date – eat within 2 days</td><td>Could be stored for longer</td><td>Improve transport economies of scale</td><td rowspan="2">Most important element is to increase shelf life as this reduces wastage / increases range of outlets, which leads to increased total sales</td></tr><tr><td>Increase number of vegetarian pies</td><td>As consumers worried about health risks of meat</td><td>Attract new customer base</td><td>Increase revenue/profits</td></tr></table>	K	APP	AN	DEV	EVAL	Longer shelf life	Short BB date – eat within 2 days	Could be stored for longer	Improve transport economies of scale	Most important element is to increase shelf life as this reduces wastage / increases range of outlets, which leads to increased total sales	Increase number of vegetarian pies	As consumers worried about health risks of meat	Attract new customer base	Increase revenue/profits	
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2(a)(i)	Define the term ‘price’ (line 6). <table><tr><th>Knowledge</th><th>Marks</th></tr><tr><td>A correct definition</td><td>2</td></tr><tr><td>A partial, vague or unfocused definition</td><td>1</td></tr><tr><td>No creditable content</td><td>0</td></tr></table> Content A correct definition should include the following elements (allow one mark for each element): • The amount of money for a product or service • charged to a customer <table><tr><th>Exemplar</th><th>Marks</th></tr><tr><td>Amount paid by a customer</td><td>2</td></tr><tr><td>Amount of money to consume</td><td>2</td></tr><tr><td>Value to the customer</td><td>2</td></tr><tr><td>Amount charged by a business to the customer</td><td>2</td></tr><tr><td>What the customer pays</td><td>1</td></tr><tr><td>Amount charged by a business</td><td>1</td></tr></table>	Knowledge	Marks	A correct definition	2	A partial, vague or unfocused definition	1	No creditable content	0	Exemplar	Marks	Amount paid by a customer	2	Amount of money to consume	2	Value to the customer	2	Amount charged by a business to the customer	2	What the customer pays	1	Amount charged by a business	1	2
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Question	Answer	Marks																			
2(a)(ii)	Explain the term ‘franchises’ (line 5). Award one mark for each point of explanation: <table><tr><td>An element of explanation of franchises: • May pay a royalty • Can be restrictive • May pay an initial fee • May pay advertising costs • Likely to increase sales • Examples </td><td>Up to 2 further marks</td></tr><tr><td>Understanding of the use of logo, products etc. from an established business</td><td>1 mark</td></tr></table> Content Where a business sells the rights to use its logo, products, ideas, etc... to another business. A business which has bought the rights to use another businesses’ logo etc... <table><tr><th>Exemplar</th><th>Mark</th><th>Rationale</th></tr><tr><td>Pay to use the logo, products. May have to pay royalties but is likely to increase sales</td><td>3</td><td>Three points</td></tr><tr><td>Pay to use the logo, products. May have to pay royalties</td><td>2</td><td>Only one development</td></tr><tr><td>Where a business sells the rights to use its logo, products, ideas, etc...</td><td>1</td><td>Main understanding only</td></tr><tr><td>May have to pay royalties but is likely to increase sales</td><td>0</td><td>No understanding of the use of logos etc</td></tr></table>	An element of explanation of franchises: • May pay a royalty • Can be restrictive • May pay an initial fee • May pay advertising costs • Likely to increase sales • Examples	Up to 2 further marks	Understanding of the use of logo, products etc. from an established business	1 mark	Exemplar	Mark	Rationale	Pay to use the logo, products. May have to pay royalties but is likely to increase sales	3	Three points	Pay to use the logo, products. May have to pay royalties	2	Only one development	Where a business sells the rights to use its logo, products, ideas, etc...	1	Main understanding only	May have to pay royalties but is likely to increase sales	0	No understanding of the use of logos etc	3
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Question	Answer	Marks																			
2(b)(i)	Refer to Table 2.1. Calculate the break-even quantity of haircuts in a week. <table><tr><th>Rationale</th><th>Mark</th></tr><tr><td>Correct answer with or without correct working or ‘haircuts’</td><td>3</td></tr><tr><td>Correct formula (may be implied) and correct calculation of contribution</td><td>2</td></tr><tr><td>Correct formula or correct calculation of contribution</td><td>1</td></tr><tr><td>No creditable content</td><td>0</td></tr></table> Content: Formula: $\frac{\text{Fixed costs}}{\text{Price} - \text{selling price (contribution)}}$ $\frac{\$675}{\$8 - \$3.50}^{(1)}$ $\frac{\$675}{\$4.50 \text{ (contribution)}}$ Answer = 150 (haircuts) OFR Common incorrect answers <table><tr><th>Answer</th><th>Mark</th><th>Rationale</th></tr><tr><td>150</td><td>3</td><td>Correct answer – does not need units</td></tr><tr><td>formula</td><td>1</td><td>Basic understanding</td></tr></table>	Rationale	Mark	Correct answer with or without correct working or ‘haircuts’	3	Correct formula (may be implied) and correct calculation of contribution	2	Correct formula or correct calculation of contribution	1	No creditable content	0	Answer	Mark	Rationale	150	3	Correct answer – does not need units	formula	1	Basic understanding	3
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Question	Answer	Marks																											
2(b)(ii)	Explain <u>one</u> possible limitation for Lewis of using break-even analysis <table> <tr> <th>Level</th><th>Knowledge and Application</th><th>Marks</th></tr> <tr> <td>2b</td><td>Explanation of one limitation of using break-even analysis in context</td><td>3</td></tr> <tr> <td>2a</td><td>Explanation of one limitation of using break-even analysis</td><td>2</td></tr> <tr> <td>1a</td><td>Identification of one limitation of using break-even analysis</td><td>1</td></tr> <tr> <td>0</td><td>No creditable content</td><td>0</td></tr> </table> Content • Variable costs (\$3.50) may change – especially with a new hairdresser starting • Fixed costs per week (\$675) may change • Lewis may need to change the price (\$8) especially with competition in the city • It assumes every haircut is the same price, but Lewis may charge less for children, OAPs etc. OFR (from Q2(b)(i)) <table> <tr> <th>Identification of a limitation</th><th>Explanation</th><th>Possible context</th></tr> <tr> <td>Only a prediction</td><td>So does not take unexpected debts into consideration</td><td>E.g. may increase from £3.50 if new hairdresser starts</td></tr> <tr> <td>Only an estimate</td><td>Fixed costs may change</td><td>From \$675</td></tr> <tr> <td>Assumes all services charged same price</td><td>But may vary with discounts</td><td>E.g. may charge less for OAP haircuts</td></tr> </table>	Level	Knowledge and Application	Marks	2b	Explanation of one limitation of using break-even analysis in context	3	2a	Explanation of one limitation of using break-even analysis	2	1a	Identification of one limitation of using break-even analysis	1	0	No creditable content	0	Identification of a limitation	Explanation	Possible context	Only a prediction	So does not take unexpected debts into consideration	E.g. may increase from £3.50 if new hairdresser starts	Only an estimate	Fixed costs may change	From \$675	Assumes all services charged same price	But may vary with discounts	E.g. may charge less for OAP haircuts	3
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Question	Answer					Marks
2(c)	Analyse <u>one</u> advantage and <u>one</u> disadvantage for Lewis of operating as a small business.					8
	Level	Knowledge and Application (4 marks)	Marks	Analysis (4 marks)	Marks	
	2	Shows understanding of small business in context	3–4	Good analysis of one disadvantage and one advantage of being a small business in context	4	
				Good analysis of one disadvantage or one advantage of being a small business in context	3	
	1	Shows knowledge of small business	1–2	Limited analysis of one disadvantage and one advantage of being a small business	2	
				Limited analysis of one disadvantage or one advantage of being a small business	1	
	0	No creditable content				
Content <i>Advantages:</i> - Easier to organise – Lewis is the only employee (at the moment), only one set of bookings etc. - Flexibility – Lewis can quickly and easily respond to marketing from the franchises – they however are unlikely to be able to respond as quickly. - Personalised customer service – Lewis has many repeat customers – this suggests he has a good relationship which is probably lacking in a bigger business. <i>Disadvantages:</i> - Access to finance – Lewis may struggle to obtain finance because he is on his own and may have limited assets. Shop is rented. - Larger franchises may be able to gain economies of scale which will not be available to Lewis – they are able to charge lower prices and undercut Lewis. - Limited funds to compete against the competition – they are likely to be able to afford above the line promotion methods whereas Lewis is unlikely to be able to access these.						

Question	Answer			Marks
2(c)	Example of knowledge (K)	Examples of application/context (APP)	Examples of possible analysis (AN + DEV)	
	Unlimited liability	Sole trader	So personal possessions are at risk and could lose his house	
	Easy to organise	There is only one employee (himself)	Does not have to create rotas which reduces time taken for paperwork	

Question	Answer				Marks																																				
2(d)	Refer to Fig 2.1 and any other relevant information. Evaluate the usefulness of the person specification when recruiting another hairdresser.				11																																				
<table><tr><th>Knowledge and Application (4 marks)</th><th>Marks</th><th>Analysis and Evaluation (7 marks)</th><th>Marks</th></tr><tr><td></td><td></td><td>Justified evaluation based on argument in context</td><td>7</td></tr><tr><td></td><td></td><td>Developed evaluation based on argument in context</td><td>6</td></tr><tr><td></td><td></td><td>An evaluative statement based on argument in context</td><td>5</td></tr><tr><td>Shows understanding of two aspects of a person specification in context</td><td>4</td><td>Argument based on two aspects of a person specification in context</td><td>4</td></tr><tr><td>Shows understanding of one aspect of a person specification in context</td><td>3</td><td>Argument based on one aspect of a person specification in context</td><td>3</td></tr><tr><td>Shows knowledge of two aspects of a person specification</td><td>2</td><td>Limited analysis of two aspects of a person specification</td><td>2</td></tr><tr><td>Shows knowledge of one aspect of a person specification</td><td>1</td><td>Limited analysis of one aspect of a person specification</td><td>1</td></tr><tr><td colspan="4">No creditable content</td></tr></table>						Knowledge and Application (4 marks)	Marks	Analysis and Evaluation (7 marks)	Marks			Justified evaluation based on argument in context	7			Developed evaluation based on argument in context	6			An evaluative statement based on argument in context	5	Shows understanding of two aspects of a person specification in context	4	Argument based on two aspects of a person specification in context	4	Shows understanding of one aspect of a person specification in context	3	Argument based on one aspect of a person specification in context	3	Shows knowledge of two aspects of a person specification	2	Limited analysis of two aspects of a person specification	2	Shows knowledge of one aspect of a person specification	1	Limited analysis of one aspect of a person specification	1	No creditable content			
Knowledge and Application (4 marks)	Marks	Analysis and Evaluation (7 marks)	Marks																																						
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Shows knowledge of one aspect of a person specification	1	Limited analysis of one aspect of a person specification	1																																						
No creditable content																																									
Content Lewis needs an employee to work on their own, be responsible for bookings, deal with customers and do some financial transactions. • Hairdressing qualification makes sense and would be a good way to differentiate between those who might be able to do the job and those who cannot however is a formal qualification needed if the experience is in place? • A-Levels (or high school standards) in Mathematics and Business seems a high level of qualification for what Lewis needs. May restrict the number of applicants. • It may be illegal to set an age limit – why does the employee need to be between 18 and 30 years old? May restrict applicants and Lewis may end up fined.																																									

Question	Answer	Marks														
2(d)	- Specifying a female may be illegal. Why would a female make a better hairdresser? Is it to compliment Lewis (who may specialise in men's hair) in which case the person specification may be poorly written (need someone who specialises in women's hair) - No experience, as essential, seems unlikely – Lewis needs them to work on their own – the desirable column should be essential to get what he wants and not waste his time sifting through applications which are unsuitable (for trainees). - Why is ability to work in a team essential when the person will be working on their own? - Good communication makes sense and should help Lewis to maintain his loyal customers. - What does friendly mean – why is it desirable? Is this linked to customer service – could be more specific. Examples of how an answer could develop and how it should be annotated. <table><tr><th>K</th><th>APP</th><th>AN</th><th>DEV</th><th>EVAL</th></tr><tr><td>Provides a list of essential and desirable</td><td>E.g. hairdressing qualification</td><td>Limits applicants to those who can do the job</td><td>Saves interviewing time</td><td rowspan="2">The PS are useful because they limit the number of candidates and any illegal/wrong elements can be easily changed to ensure only quality applicants apply</td></tr><tr><td>May be illegal/ discriminatory</td><td>Between 18–30</td><td>May lead to a fine</td><td>Which reduces profits</td></tr></table>	K	APP	AN	DEV	EVAL	Provides a list of essential and desirable	E.g. hairdressing qualification	Limits applicants to those who can do the job	Saves interviewing time	The PS are useful because they limit the number of candidates and any illegal/wrong elements can be easily changed to ensure only quality applicants apply	May be illegal/ discriminatory	Between 18–30	May lead to a fine	Which reduces profits	
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