

Business marking guide and response

External assessment 2023

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.

Section 1: Short response

Criterion: Explaining

Q	The response:	M
1	<ul style="list-style-type: none">• identifies the final stage of Lewin's change management model (refreeze) [1 mark]• explains the final stage of Lewin's change management model [1 mark]• uses a relevant example to explain a risk for a business [1 mark]	3

Sample response

The final stage in Lewin's change management model is refreeze. In this stage, the change is solidified and becomes a part of normal business operations. The 'refreezing' stage is crucial to ensuring the change is successful. The goal at this stage is to ensure that the people involved implement the change without resistance and that the change is normalised within the business.

A risk for a business if this stage is not implemented is that the previous behaviour could continue, and the change will not happen. For example, the business may need to modify the organisational structure to align with the change and to reinforce the new ways of working. If this is not done, it could jeopardise the change from being adopted.

Criterion: Explaining

Q	The response:	M
2	<ul style="list-style-type: none">• identifies a relevant management strategy that a business manager can use to overcome resistance to change [1 mark]• explains the identified management strategy [1 mark]• explains how the identified management strategy may be used to overcome resistance to change when transforming a business [1 mark]• uses a relevant example [1 mark]	4

Sample response

Management can use participation as a low-risk strategy when implementing change. Although challenging and time consuming for a manager to implement, participation is highly effective when implementing change. This is because existing stakeholders can directly contribute ideas and raise potential problems or fears experienced at various levels of an organisation. It also reduces resistance to change and minimises staff turnover, because it enhances organisational culture and increases the likelihood that the change will be successful, minimising resistance and implementation problems.

An example of using participation as a management strategy during transformation would be to include staff in decision-making throughout the process of change. Including a staff representative would provide staff with an ear and a voice throughout the process. Creating a regular column in the staff newsletter to inform of progress and seek feedback enables staff to participate in change by contributing their ideas, and expressing their concerns or fears, improving the likelihood of successful transformation. It also builds an environment that values and recognises employees' contributions. This would reduce the level of staff turnover when implementing the change.

Criterion: Describing

Q	The response:	M
3	<ul style="list-style-type: none">• identifies one relevant internal operating factor [1 mark]• describes how the identified internal operating factor could be influenced by the business transformation [1 mark]• refers to one relevant stimulus from the case study [1 mark]	3

Sample response

An internal operating factor that would be influenced by the business transformation is the organisational structure.

The internal organisational structure of the existing business (The Hotel Company) would need to change to incorporate the new operation's processes. The Hotel Company general manager and operations manager will have increased responsibility for overseeing the operations of The Oyster Farm Company. Adding the new business to the organisational structure will require adding new positions, such as oyster technicians, machinery engineers, sustainability technicians and sales staff (Stimulus 5). These new positions are required to operate the farm components of the business.

Section 2: Extended response — Question 4

Criterion: Analysing

The response:	M
<ul style="list-style-type: none">selects significant and relevant data and information from the case studycorrectly classifies factors as a strength, weakness, opportunity and threatprovides an insightful analysis of the business situation	6
<ul style="list-style-type: none">selects relevant data and information from the case studycorrectly classifies factors as a strength, weakness, opportunity and threatprovides a credible analysis of the business situation	5
<ul style="list-style-type: none">selects data and information from the case studyclassifies factors as a strength, weakness, opportunity and threatprovides an analysis of the business situation	4
<ul style="list-style-type: none">selects data or informationclassifies factors as a strength, weakness, opportunity or threatprovides an analysis	3
<ul style="list-style-type: none">identifies one factor as a strength, weaknesses, opportunity or threatmakes a statement about the business	2
<ul style="list-style-type: none">identifies a factor <p style="text-align: center;">OR</p> <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: Synthesising

The response:	M
<ul style="list-style-type: none"> identifies two relevant relationships, patterns or trends from the analysis provides a discriminating interpretation of the effects on the business during transformation provides an insightful synthesis of the implications of transforming the business draws valid conclusions about the business transformation 	8
<ul style="list-style-type: none"> identifies two relevant relationships, patterns or trends from the analysis provides an appropriate interpretation of the effects on the business during transformation provides an appropriate synthesis of the implications of transforming the business draws a valid conclusion about the business transformation 	7
<ul style="list-style-type: none"> identifies two relevant relationships, patterns or trends from the analysis provides an appropriate interpretation of an effect on the business during transformation provides an appropriate synthesis of an implication of transforming the business draws a valid conclusion about the business transformation 	6
<ul style="list-style-type: none"> identifies two relationships, patterns or trends provides an interpretation of an effect on the business during transformation provides an implication of transforming the business draws a valid conclusion about the business transformation 	5
<ul style="list-style-type: none"> identifies a relationship, pattern or trend provides an effect on the business during transformation provides an implication of transforming the business draws a conclusion about the business transformation 	4
<ul style="list-style-type: none"> identifies a relationship, pattern or trend makes a statement about the business transformation states a conclusion 	3
<ul style="list-style-type: none"> states a relationship, pattern 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 operations management strategy from the case study demonstrates effective use of two business criteria to make perceptive judgments makes a thoroughly justified and relevant decision for the business transformation makes an appropriate recommendation drawn from the decision 	8
<ul style="list-style-type: none"> identifies a relevant operations management strategy from the case study demonstrates credible use of two business criteria to make perceptive judgments makes a justified and relevant decision for the business transformation makes an appropriate recommendation drawn from the decision 	7
<ul style="list-style-type: none"> identifies an operations management strategy from the case study demonstrates use of two business criteria to make appropriate judgments makes a justified decision for the business transformation makes a recommendation drawn from the decision 	6
<ul style="list-style-type: none"> identifies an operations management strategy demonstrates use of one business criterion to make an appropriate judgment makes a decision for the business transformation makes a recommendation 	5
<ul style="list-style-type: none"> identifies an operations management strategy demonstrates use of one business criterion states a decision states a 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
<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