

# Business marking guide and response

External assessment 2024

## Combination response (38 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

## Section 1: Short response

### Criterion: Explaining

| Q  | The response:  |
|--|--|
| 1  | <ul style="list-style-type: none"><li>explains the importance of retraining when transforming a business [1 mark]</li><li>explains the importance of development when transforming a business [1 mark]</li></ul> |
| <b>Sample response</b>   |  |
| <p>When transforming a business, it is important that staff engage in retraining by upskilling in line with strategic priorities, such as by acquiring new technological skills or developing new ways of working. Continuous learning programs will support employee development when transforming a business. One example is the career development of employees, which enables them to update their skills and knowledge along with a future focus for career planning.</p> |  |

### Criterion: Explaining

| Q   | The response:   |
|---|---|
| 2   | <ul style="list-style-type: none"><li>explains change management [1 mark]</li><li>identifies a reason businesses use Kotter's change management theory rather than Lewin's during transformation [1 mark]</li><li>explains the identified reason [1 mark]</li></ul> |
| <b>Sample response</b>  |   |
| <p>Change management is a system of ideas that effectively supports the concept of change in an organisation. Two common change management theories are Kotter's and Lewin's.</p> <p>Lewin's change management is not as effective as Kotter's because it is too simple and does not provide detail with each step of the model.</p> <p>Kotter's change management theory is more effective, presenting a practical eight-step approach to successfully understanding and leading change. It provides detailed steps on how to implement the model and action the change. Additionally, Kotter's theory focuses on the importance of overcoming resistance to change and thereby eliminating the resistance to facilitate effective transformation.</p> |   |

## Criterion: Describing

| Q   | The response:  |
|---|--|
| 3   | <ul style="list-style-type: none"> <li>identifies one internal environmental factor that is a driver for change when transforming a business <b>[1 mark]</b></li> <li>describes the identified internal environmental factor <b>[1 mark]</b></li> <li>identifies one external operating environmental factor that is a driver for change when transforming a business <b>[1 mark]</b></li> <li>describes the identified external operating environmental factor <b>[1 mark]</b></li> </ul> |
| <b>Sample response</b>  |  |
| <p>Organisational structure is an internal driver of change (Stimulus 3). The Gym Business needs to adapt their organisational structure to respond to the business's declining financial position, by reducing the number of roles and flattening the structure. This organisational structure will drive further change due to operational changes agreed in the minutes (Stimulus 6) to align with the strategic plan objective of 'people development' (Stimulus 7).</p> <p>Competition is an external driver of change. Gym Business has experienced a decline in market share from 2019 to 2023 (Stimulus 5), with customer reviews revealing that the business does not offer the range of services or ambience needed to remain competitive (Stimulus 4). The business must respond to market trends, as seen in Stimulus 10, to gain a sustainable competitive edge.</p> |  |

## Criterion: Analysing

| Q   | The response, for one key stakeholder:  | The response, for a second key stakeholder:  |
|---|---|--|
| 4   | <ul style="list-style-type: none"> <li>identifies a relevant key stakeholder from Stimulus 9 <b>[1 mark]</b></li> <li>analyses the impact this stakeholder has on the business during transformation <b>[1 mark]</b></li> </ul> | <ul style="list-style-type: none"> <li>identifies a second relevant key stakeholder from Stimulus 9 <b>[1 mark]</b></li> <li>analyses the impact this stakeholder has on the business during transformation <b>[1 mark]</b></li> </ul> |
| <b>Sample response</b>  |   |  |
| <p>The power interest grid (Stimulus 9) identifies key stakeholders with high power and high interest who must be managed closely.</p> <p>The new partner Anton is a positive stakeholder. The impact of their introduction into the business and the restructure will need to be carefully managed by the current owners to ensure their power and interests align with the strategic plan and intent of the transformation.</p> <p>The current dissatisfied members have a negative influence on the business and its performance, requiring close management because their impact on other existing and potential members could affect the success of the transformation and the business's objective of regaining market share.</p> |   |  |

## Section 2: Extended response — Question 5

### Criterion: Describing

| The response:  | M |
|--|---|
| <ul style="list-style-type: none"> <li>provides a comprehensive description of the business situation</li> </ul> | 2 |
| <ul style="list-style-type: none"> <li>provides a description of the business situation</li> </ul>               | 1 |
| <ul style="list-style-type: none"> <li>does not satisfy any of the descriptors above.</li> </ul>                 | 0 |

### Criterion: Analysing

| The response:  | M |
|--|---|
| <ul style="list-style-type: none"> <li>selects significant and relevant data and information from the case study</li> <li>correctly classifies each factor as a strength, weakness, opportunity and threat</li> <li>provides an insightful analysis of the business situation</li> </ul> | 4 |
| <ul style="list-style-type: none"> <li>selects relevant data and information from the case study</li> <li>classifies each factor as a strength, weakness, opportunity or threat</li> <li>provides an analysis of the business situation</li> </ul>                                       | 3 |
| <ul style="list-style-type: none"> <li>selects data or information</li> <li>classifies each factor as a strength, weakness, opportunity or threat</li> <li>makes a statement</li> </ul>  | 2 |
| <ul style="list-style-type: none"> <li>identifies a factor</li> </ul> <p style="text-align: center;"><b>OR</b></p> <ul style="list-style-type: none"> <li>makes a statement</li> </ul>   | 1 |
| <ul style="list-style-type: none"> <li>does not satisfy any of the descriptors above.</li> </ul>   | 0 |

## Criterion: Synthesising

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

## Criterion: Evaluating

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

## Criterion: Communicating

| The response:   | M |
|---|---|
| <ul style="list-style-type: none"><li>• conveys ideas relating to the question succinctly and fluently</li><li>• uses the business report genre purposefully to suit the audience</li></ul> | 3 |
| <ul style="list-style-type: none"><li>• conveys ideas relating to the question clearly</li><li>• uses the business report genre to suit the audience</li></ul>                              | 2 |
| <ul style="list-style-type: none"><li>• conveys ideas relating to the question</li></ul>  | 1 |
| <ul style="list-style-type: none"><li>• does not satisfy any of the descriptors above.</li></ul>  | 0 |





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