**ADVANCED HIGHER BUSINESS MANAGEMENT REPORT MARKING SCHEME**

**Marking Grid**

| | **Marks Available** | **Marks Awarded** |
|---|---|---|
| **Explanation and Analysis** | | |
| a. Explanation of what the business intends to do for a forthcoming specified time period | 6 | |
| b. Explanation of how the strategy fits in with the objectives of the business | 5 | |
| c. Analysis of how this intended future strategy relates to the current strengths, weaknesses, opportunities and threats faced by the business | 8 | |
| d. Analysis of the resources required for the intended future strategy | 6 | |
| **Evaluation** | | |
| a. Analysis of the implications of the strategy for the current marketing, operational and human resources of the business | 6 | |
| b. Strengths and weaknesses of the information used by the business to decide on its future strategy | 8 | |
| c. Assessment of the extent to which the future strategy meets the expectations of key stakeholders in the business | 6 | |
| d. Overall evaluation of the extent to which the strategy is likely to be successful | 5 | |
| **TOTAL MARKS** | 50 | |

**Marking Guidelines**

The following gives guidance on how marks will be allocated in each of the categories in the marking grid.

**Explanation and analysis**

a. An explanation of what the business intends to do for a forthcoming specified time period – 6 marks

*Responses should set out clearly what the strategy of the business is for a time period which should also be explicitly stated.* ***They should be closely linked to the information gathered as part of Researching a Business****. This is a scene setting section and the emphasis is on explanation.*

Award one mark for:

- A description of the strategy
- Each reasoned explanation of why an element of the strategy is appropriate for the business.
- Each reasoned explanation of the time scale required for an element of the strategy.
- Max 4 if the strategy is not logically explained eg has not been shown to fit together; contains contradictions.

b. An explanation of how the strategy fits in with the objectives of the business – 5 marks

*Responses should refer explicitly to the objectives of the business and should demonstrate a clear connection with the previous section and* ***be consistent with information gathered as part of Researching a Business.***

Award one mark for:

- Each reasoned evaluation of how an element of the strategy will help to achieve a particular objective described in the Researching a Business NAB and/or supported by information in the appendices.
- Each explanation of why a particular objective may not be met (or may be met less directly than others) by the strategy (max 2).
- NB no marks for objectives linked to strategies not discussed in (a).

c. An analysis of how this intended future strategy relates to the current strengths, weaknesses, opportunities and threats faced by the business – 8 marks

*Responses should cover each of the current strengths, weaknesses, opportunities and threats, although the weighting attached to each is likely to vary depending on the actual business situation involved.* ***They should be closely linked to the information gathered as part of Researching a Business.***

Award one mark

- Each justified connection made between an element of the strategy and an element of the SWOT (max 3 per SWOT item).
- Each explanation of an aspect of the SWOT not addressed by the strategy (max 2).
- NB The SWOT must be based on the situation of the organisation prior to the implementation of the strategy – no marks for strengths and weaknesses of the strategy.

d. An analysis of the resources required for the intended future strategy – 6 marks

*Responses should explain clearly all resources that the business may require for the strategy. This will depend on the strategy and where a business intends to continue without any changes candidates should demonstrate that the available resources will allow this to happen.* ***Responses should be supported by evidence which could be apparent from information gathered as part of Researching a Business or included in the appendices.***

Award one mark for:

- Each explanation of why a particular resource is needed.
- Each justified explanation of a step the organisation has to take to acquire the resources.
- Each justified explanation of why the organisation may have difficulty in obtaining or using the specified resources.
- NB points must be related specifically to the organisation researched.

**Evaluation**

a. An analysis of the implications of the strategy for the current functional areas of the business – 6 marks

*Responses should cover different functional areas and indicate precisely how they will be affected by the strategy. Responses should highlight key areas of the business which could be Marketing, Operations, Finance or Human resources but could cover other functions such as R & D and Administration if these are important for the strategy.*

Award one mark for:

- Each reasoned explanation of a change in a functional area (eg Marketing, Operations, Human Resources, Finance, R & D or Administration) that will be needed for the strategy (max 2 per functional area)
- Each reasoned explanation of why a particular functional area may not be affected (max 2 per functional area).

b. The strengths and weaknesses of the information used by the business to decide on its future strategy – 8 marks.

*Responses should cover both strengths and weaknesses but may refer to either or both of sources of data and methods of data collection.*

Award one mark for:

- Each justified comment about the likely accuracy of specified pieces of information or sources.
- Each evaluation of the relevance of a particular piece of information to devising the strategy.
- Each evaluative comment about the cost of obtaining specific information relative to its usefulness.
- A justified conclusion about the comprehensiveness of the information.
- Each explanation of why necessary information was impossible/difficult to access (max 2).
- NB Marks should be awarded only when the justification or evaluation is related to information to support the strategy as evidenced in the appendices.

c. An assessment of the extent to which the future strategy meets the expectations of key stakeholders in the business – 6 marks

*Responses should concentrate on the key stakeholders identified in the report for Researching a Business (Advanced Higher). It is likely that three or fewer stakeholders will be sufficient.*

Award one mark for:

- Each explanation of how the strategy meets the expectations of a stakeholder discussed in the Researching a Business NAB (no marks for discussion of other stakeholders unless supported by evidence in the appendices).
- Each explanation of how the strategy is likely to affect a particular stakeholder positively or negatively.

d. The overall extent to which the strategy is likely to be successful – 5 marks

*Responses should provide some conclusions about the extent to which the future strategy is likely to prove successful and should provide some justification for these conclusions.*

Award one mark for:

- Each conclusion about the likely success of the strategy, justified by evidence in the Report.
- Each explanation of a method of measuring the success of the strategy (max 2).

<u>Word Count</u>

Check the word count and deduct 5 marks for reports over 3,850 words (not including appendices) and 10 marks for reports over 4,500 words.