

Past-paper walk-through

Motivation ■ 2.2

eXercise

Questions in this set

- 9609/13 N25 Q2 ■ 5 marks
- 9609/22 N25 Q1 ■ 30 marks
- 9609/11 J25 Q1 ■ 5 marks
- 9609/13 J25 Q1 ■ 5 marks
- 9609/22 J25 Q2 ■ 30 marks
- 9609/1 23 Q6 ■ 20 marks

Reading the mark scheme

- **B1** a mark that stands on its own – the point is either made or not.
- **M1** a *method* mark: the right approach, even if the number is wrong.
- **A1** an *answer* mark, and it usually needs its M mark first.
- **C1** a working mark on the way to the answer.
- **//** separates answers the examiner accepts equally.
- **ecf** = error carried forward: a later part is marked on your own earlier answer.
- **owtte** = “or words to that effect” – the wording need not match.

Question 2

9609/13 N25 ■ Q2 ■ 5 marks

- 2 (a) Define the term *employee morale*. [2]
- (b) Explain **one** method of paying employees. [3]

Solution 2

(a) Mark scheme

- Define the term employee morale.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- CLEAR UNDERSTANDING (2 marks)
- ■
- An employee's level of satisfaction towards their job / enjoyment in their work / desire to work / enthusiasm to work /

Solution 2

- committed to work / sense of health and emotional wellbeing / level of motivation at work / positive mindset / attitude at
- work (2)
- Clear understanding of the term employee morale is worth 2 marks. This is indicated by 2 ticks
- .
- PARTIAL UNDERSTANDING (1 mark)
- ■
- How an employee feels about the workplace (1)
- ■
- Having values (1)

Solution 2

- Partial understanding of the term employee morale is worth 1 mark. This is indicated by 1 tick
- .
- Accept all valid responses.
- 2
- 9609/13
- October/November 2025

Solution 2

(b) Mark scheme

- Explain one method of paying employees.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- 1 mark for identifying ONE method of paying employees.
- ■
- time based
- ■

Solution 2

- salary
 - ■
- piece rates
 - ■
- commission
 - ■
- bonuses
 - ■
- profit sharing
 - ■

Solution 2

- performance-related pay
- ■
- fringe benefits
- AO2 Application
- 2 marks for DEVELOPED application/explanation of ONE method of paying employees.
- 1 mark for LIMITED application/explanation of ONE method of paying employees.
- ■
- employees are paid an agreed amount for each hour they work; the longer they are at work, the more they get paid
- ■

Solution 2

- an agreed annual amount divided into equal monthly payments; does not depend on hours worked or items produced
- ■
- employees are paid a set amount for each product they produce; the more they produce, the more they earn
- ■
- payment based on quantity (or value) of each item sold to encourage sales staff to persuade customers to buy
- ■
- addition to basic pay, based on individual or team performance in contributing to agreed targets

Solution 2

- ■
- employees receive some part of the profit made by the business, in addition to their regular pay
- ■
- paid to employees who meet or exceed targets agreed during appraisal
- ■
- perks or extras that are not cash payments but are of financial benefit to the employee e.g. use of company car, health
- insurance
- Accept all valid responses.
- 3

Solution 2

- 9609/13
- October/November 2025

Question 1

9609/22 N25 ■ Q1 ■ 30 marks

1 The Research Agency (TRA)

TRA is a quaternary sector business. It is the market leader in providing social media data to food manufacturers in country F. TRA's market has grown by 40% over the last year.

DF is a multinational business that specialises in non-alcoholic drinks. DF has asked TRA for data about a new bottle of water with pod attachments. The pods give a fruity flavour which is combined with sparkling water. TRA has sampled 8000 potential consumers on social media to identify their favourite fruity flavour (see Fig. 1.1).

Question 1

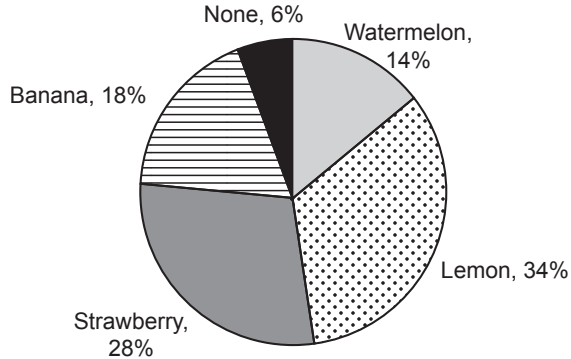


Fig. 1.1 Data about consumer flavour preferences for DF

Question 1

TRA employs 65 researchers. Since 2020, all of these employees work from home. They are provided with all the necessary IT equipment and a high-speed internet connection. However, motivation is poor, and this has led to high labour turnover. The Human Resource Director has received some feedback from employees. Fig. 1.2 shows some of this feedback.

10

- I hate being so isolated – I never get to speak to any other employees.
- I have to use my own electricity, and the cost has doubled in the last two years.
- I know some employees are not working very hard, but they get paid the same as me. It's not fair!

15

Fig. 1.2 summary of feedback from employees at TRA

(a) (i) Identify **one** stage of the transformational process.

[1]

Question 1

- (ii) Explain the term *multinational business*. [3]
- (b) (i) Refer to Fig 1.1 and other information. Calculate the combined total number of potential consumers who would prefer lemon or strawberry flavoured water. [3]
- (ii) Explain **one** reason why TRA uses sampling. [3]
- (c) Refer to Fig 1.1 and other information. Analyse **two** reasons why the data collected for DF may not be reliable. [8]
- (d) Evaluate the most effective way for TRA to improve the motivation of the home working employees. [12]

Solution 1

(a)(i) Mark scheme

- Identify one stage of the transformational process.
- Responses include:
- The stages of the transformational process:
 - ■
- Inputs
 - ■
- Adding value / production / manufacturing / operations / process
- ■

Solution 1

- Outputs
- Do not accept examples of inputs and outputs
- 1

Solution 1

(a)(ii) Mark scheme

- Explain the term multinational business.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of a multinational businesses
- (max 1 mark).
- Must be knowledge that shows clear distinction between a national and international business including:
 - ■
 - Capital in more than one country
 - ■
 - Operates in more than one country

Solution 1

- 3
- 9609/22
- October/November 2025
- AO2 Application
- Limited application
- applies knowledge of a multinational business to a business context.
- Developed application
- +
- applies knowledge of a multinational business to a business context.
- ■

Solution 1

- Any exemplification of a multinational business (not just naming a MNC)
 - ■
- A business might have production factories in country F and another country
 - ■
- Can take advantage of lower cost production in low-income countries
 - ■
- Benefits of lower transport costs and better market information about consumer tastes etc
 - ■
- Can bring the business closer to their main markets

Solution 1

- ■
- Can take advantage of relatively weak government restrictions.
- ■
- May avoid import restrictions by producing in the local country.
- ■
- Gain access to natural resources which might not be available in their base country.
- ■
- Communication links with headquarters may be poor.
- ■

Solution 1

- Language, legal and culture differences could make communications difficult.
- ■
- Coordination with other plants in the multinational group will become more difficult.
- ■
- Skill levels of the local employees may be low, requiring substantial investment in training programmes.
- Do not expect, but reward
- ■
- Can take advantage of comparative/absolute advantage in countries
- ■

Solution 1

- To gain economies of scale
- Accept all valid responses.
- 9609/22
- October/November 2025
- Exemplar and annotations
- Mark Rationale
- A business with capital in more than one country
- . For
- example, a business that has factories in two countries
- to take

Solution 1

- advantage of lower production costs abroad
- .
- 3
- Clear distinction between MN and
- international/national business.
- Example of factories in two
- countries and a benefit.
- Headquarters in one country, but with operating branches in
- another
- . This can allow the business to operate within other

Solution 1

- markets
- to reduce transportation costs
- .
- 3
- Knowledge of an MNC and a
- reason and a benefit.
- Own shops in two or more countries
- so that it can take
- advantage of lower transportation costs
- .

Solution 1

- 2
- Distinction shown by shops in more
- than one country (capital) and
- understanding of a feature of MN.
- Operating in different countries
- by selling goods abroad.
- 1
- A definition, but 'selling abroad' is
- an international business, not a
- multi-national.

Solution 1

- A business that sells in other countries.
- 0
- No credit – this is an international
- business.
- 9609/22
- October/November 2025

Solution 1

(b)(i) Mark scheme

- Refer to Fig 1.1 and other information. Calculate the combined total number of potential consumers who would
- prefer lemon or strawberry flavoured water.
- Formula:
- Number of potential customers = number who prefer lemon + number who prefer strawberry (1 – formula may be inferred
- by correct use of numbers)
- Calculation:

Solution 1

- $34\% \text{ of } 8000 = 2720$ (1)
- $28\% \text{ of } 8000 = 2240$ (1)
- $2720 + 2240 = 4960$ (1 – OFR applies)
- Ans = 4960 (3 marks)
- OR
- $34\% + 28\% = 62(\%)$ (1)
- $62\% \text{ of } 8000$ (1)
- $= 4960$ (1)
- 9609/22
- October/November 2025

Solution 1

- Examples and annotations
- Marks Awarded
- Explanation
- Annotations
- 3 marks
- Correct answer
- 4960
- Working and \$ do not matter.
- Allow one
- to denote the three

Solution 1

- marks next to correct answer.
- 2 marks
- Two of the following:
 - ■
 - Correct formula
 - ■
 - Correct calculation of number
 - who prefer lemon (2720)
 - ■
 - Correct calculation of number

Solution 1

- who prefer strawberry (2240)
- OR
- An incorrect answer with one
- mistake allowing OFR for final
- stage.
- To award two marks, there must be
- ■
- Two
- and a
- OR

Solution 1

- ■
- One
- , one
- and
- one
- 1 mark
- One of the following:
 - ■
 - Correct formula
 - ■

Solution 1

- Correct calculation of number
- who prefer lemon (2720)
- ■
- Correct calculation of number
- who prefer strawberry (2240)
- To award one mark, there must be:
- ■
- One
- and two
- 0 marks

Solution 1

- No creditable content.
- To award zero marks, there must
- be
- ■
- One
- 9609/22
- October/November 2025

Solution 1

(b)(ii) Mark scheme

- Explain one reason why TRA uses sampling.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Identification of a reason why a business uses sampling
- (max 1 mark), including:
 - ■
 - Cheaper/low cost
 - ■
 - Quicker/less time
 - ■
 - More representative

Solution 1

- AO2 Application
- Explanation of a reason why a business uses sampling
- (max 1 mark), including:
 - ■
- Explanation of how this affects market research
- ■
- More practical, for example than asking the entire population
- ■
- Opportunity cost
- 9609/22

Solution 1

- October/November 2025
- Context applied to TRA
- (max 1 mark), including:
 - ■
 - Quaternary sector business
 - ■
 - Market is to provide social media data (vast amounts of data)
 - ■
 - To food manufacturers in country F (large industry)
 - ■

Solution 1

- TRA is the market leader in country F to provide this data
- ■
- Market has grown by over 40% over the last year
- ■
- Sample size is 8000 potential consumers
- ■
- 65 researchers
- ■
- All work from home
- ■

Solution 1

- Use of Fig 1.1
- Accept all valid responses.
- Exemplar and annotations
- Mark Rationale
- Cheaper
- which keeps the cost of market research low
- by
- only asking 8000 potential consumers
- .
- 3

Solution 1

- A reason identified, explained and
- in context, so all 3 marks.
- Faster
- to find out Lemon is the most preferred flavour
- .
- 2
- A reason identified, but not
- explained. The context about
- TRA/DF is fine.
- Makes it cheap

Solution 1

- for TRA.
- 1
- Identification of a reason, but no
- explanation or context. Names are
- not enough for context.
- It allows TRA to find out information about the market. This
- means that it can let DF know that Lemon is the most preferred
- flavour and DF is likely to be able to sell more products.
- 0
- This is a reason to use market

Solution 1

- research – not sampling.
- 9609/22
- October/November 2025

Solution 1

(c) Mark scheme

- Refer to Fig 1.1 and other information. Analyse two reasons why the data collected for DF may not be reliable.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 4 marks
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that
- identifies connections
- between causes, impacts
- and/or consequences of

Solution 1

- two points.
- ■
- Developed analysis that
- identifies connections
- between causes, impacts
- and/or consequences of
- one point.
- 1
- 1–2 marks
- ■

Solution 1

- Knowledge of two relevant
- points is used to answer the
- question.
- ■
- Knowledge of one relevant
- point is used to answer the
- question.
- 1–2 marks
- ■
- Application of two relevant

Solution 1

- points to a business
- context.
- ■
- Application of one relevant
- point to a business context.
- 1–2 marks
- Limited analysis
- ■
- Limited analysis that
- identifies connections

Solution 1

- between causes, impacts
- and/or consequences of
- two points.
- ■
- Limited analysis that
- identifies connections
- between causes, impacts
- and/or consequences of
- one point.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- Annotate the first reason in the left-hand margin and the second reason in the right-hand margin
- 8
- 9609/22

Solution 1

- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding – reasons why data collected may not be reliable, including:
 - Identification of a reason why market research data may not be reliable
 - , including:
 - ■
 - Bias
 - ■
 - Sample size

Solution 1

- ■
- Sample not representative of the market
- ■
- Wrong/poor questions
- ■
- Wrong media used
- ■
- Human error
- ■
- Poorly defined objectives

Solution 1

- ■
- Time lag between research and implementation
- This is not secondary market research, so do not credit answers about why secondary market research may not be reliable.
- However, answers which suggest the data may have changed (time lag) are acceptable.
- AO2 Application
- Application of the reason to DF
- , including:
- ■

Solution 1

- TRA is the market leader in providing social media data to food manufacturers in country F
- ■
- Market has grown by over 40% over the last year
- ■
- DF specialises in non-alcoholic drinks
- ■
- DF is a multinational business
- ■
- TRA sampled 8000 potential customers

Solution 1

- ■
- Sampled on social media
- ■
- Asked about favourite fruity flavours
- ■
- Use of data in Fig 1.1
- ■
- TRA employs 65 researchers
- ■
- All of TRA's researchers work from home

Solution 1

- ■
- TRA's workers have poor motivation
- ■
- TRA has high labour turnover
- ■
- Suggestion that some TRA employees are not working very hard.
- 9609/22
- October/November 2025
- AO3 Analysis
- Limited analysis of a reason why market research data may not be reliable

Solution 1

- – developed analysis
- , including:
 - ■
- Bias; may mean that potential customers are persuaded to give a wrong answer leading to launching the wrong
- product – low sales.
- ■
- Sample size; not enough people asked which may mean it launches the product with few sales – leading to a loss.
- ■

Solution 1

- Sample representation; not enough different views sought leading to the wrong product being launched – no profit.
- ■
- Wrong/poor questions; potential customers may not know what is being asked, leading to the product not being
- purchased – makes a loss.
- ■
- Wrong media used; if the customers do not tend to use that medium then the results will not transform into sales –
- leading to it not making a profit.
- ■

Solution 1

- Human error; if the results are inaccurate this could lead to the wrong products being launched – ruining the brand
- image of the business.
- ■
- Poorly defined objectives; if the reason for the research is unclear this can lead to the questions not representing what
- the business needs to know – leading to launch of the wrong product and weak sales.
- Accept all valid responses.
- Exemplar and annotations
- AO1 Knowledge

Solution 1

- AO2 Application
- AO3 Analysis
- The wrong questions were
- asked
- ,
- Of the 8000 potential
- customers
- ,
- Which could lead to DF launching
- the wrong flavour

Solution 1

- leading to
- lower sales
- .
- Sampling bias
- .
- By only asking young people about
- their favourite fruity flavour
- ,
- So the flavours only appeal to the
- young, which may lead to lower

Solution 1

- sales of the drink
- and therefore
- decrease DF's profit
- .
- 9609/22
- October/November 2025

Solution 1

(d) Mark scheme

- Evaluate the most effective way for TRA to improve the motivation of the home working employees.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in
- context
- ■
- A developed

Solution 1

- judgement/conclusion is
- made in the business
- context.
- ■
- Developed evaluative
- comments which balance
- some key arguments in
- the business context.
- 2
- 2 marks

Solution 1

- Developed knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.

Solution 1

- 2 marks
- Developed analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■

Solution 1

- A developed
- judgement/conclusion is
- made.
- ■
- Developed evaluative
- comments which balance
- some key arguments.
- o
- 12
- 9609/22

Solution 1

- October/November 2025
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation

Solution 1

- 6 marks
- 1
- 1 mark
- Limited knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.
- 1 mark
- Limited application
- of relevant point(s)

Solution 1

- to the business
- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 1–2 marks

Solution 1

- Limited evaluation
- ■
- A judgement/conclusion
- is made with limited
- supporting
- comment/evidence.
- ■
- An attempt is made to
- balance the arguments.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable response.

Solution 1

- 9609/22
- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of ways to improve motivation
- (max 2 marks), including:
- ■
- Payment (financial) methods: time based, salary, piece rates, commission, bonuses, profit sharing, performance-
- related pay, fringe benefits

Solution 1

- ■
- Non-financial motivators: training, opportunities for promotion, development, status, job re-design, team working,
- empowerment, participation, job enrichment
- ■
- Use of the main motivation content theories (Taylor, Mayo, Maslow, Herzberg and McClelland) and motivation process
- theory (Vroom).
- AO2 Application
- Application to TRA
- , including:

Solution 1

- ■
- TRA is the market leader in providing social media data to food manufacturers in country F
- ■
- Market has grown by over 40% over the last year
- ■
- Samples using social media
- ■
- TRA employs 65 researchers
- ■

Solution 1

- High speed internet connection
- ■
- TRA's workers have poor motivation
- ■
- TRA has high labour turnover
- ■
- Suggestion that some TRA employees are not working very hard.
- ■
- Data from Fig 1.2
- —

Solution 1

- I hate being so isolated – I never get to speak to any other employees.
- –
- I have to use my own electricity, and the cost has doubled in the last two years.
- –
- I know some employees are not working very hard, but they get paid the same as me. It's not fair!
- 9609/22
- October/November 2025
- AO3 Analysis
- Limited analysis of ways to improve motivation

Solution 1

- – developed analysis
- , including:
 - ■
- Payment methods: may increase costs – however may make employees work harder for higher pay, leading to
- improved productivity.
- ■
- Non-financial methods; may be less cost or free – leading to higher productivity without impacting the costs of the
- business.
- ■

Solution 1

- Content theories: likely to improve working conditions for the employees leading to increased productivity – however
- may have a significant cost increase leading to lower profit.
- ■
- Process theory: increased productivity for workers who expect increased rewards – however if the employees do not
- believe the promises, then this may increase costs for no benefit.
- AO4 Evaluation
- Limited evaluation of the most effective way to improve motivation
- – developed
- – developed in context

Solution 1

- ,
- including:
- ■
- Relative importance of motivation to TRA – how important is the productivity of employees – likely to be highly
- important due to the quaternary nature of the business.
- ■
- Choice of method depends on; cost of method, likely increases in productivity, finance available, future forecasts in
- market changes, how skilled the researchers job actually is and what training is involved.

Solution 1

- ■
- The impact of the chosen motivation method(s) and the impact of poor motivation / high labour turnover.
- ■
- The extent to which this is a matter of working from home and is inherent in the whole country, as opposed to just TRA
- employees.
- ■
- A judgement that other issues may be more important than motivation of the employees.

Solution 1

- A valid judgement must identify one way to motivate the employees (a 'depends upon' may include more than one because
- it is not a judgement as such). If the candidate gives more than one judgement, only reward the best judgement and put
- SEEN next to the other(s).
- Accept all valid responses.
- 9609/22
- October/November 2025
- Exemplars for awarding evaluation
- Evaluate the most effective way for TRA to improve the motivation of the home working employees.

Solution 1

- L1
- (limited supporting evidence)
- L2
- (developed supporting evidence)
- L3
- (developed supporting evidence with context)
- Money is the most effective way.

Solution 1

- Money is the most effective way,
- because it will allow all of TRA's
- employees to fix the issues which
- they are complaining about.
- Money is the most effective way,
- because it will allow all of TRA's
- employees to fix the issues which
- they are complaining about, such
- as their rising electricity bills.
- TRA should use teamworking as it

Solution 1

- is the best solution.
- TRA should use teamworking as it
- is the best solution because it will
- motivate the employees, without
- adding significantly to the costs of
- the business.
- TRA should use teamworking as it
- is the best solution because it will
- motivate the isolated employees,
- without adding significantly to the

Solution 1

- costs of the business.
- The most effective way depends on
- the type of employees at TRA.
- The most effective way depends on
- the type of employees at TRA. If
- the employees are Theory X, then
- money is more likely to be the best
- way. However, if they are Theory
- Y, then teamworking may be better.
- The most effective way depends on

Solution 1

- the type of employees at TRA. If
- the employees are more concerned
- about their electricity bills, then
- money is more likely to be the best
- way. However, if they are more
- concerned about being isolated,
- then teamworking may be better.
- 9609/22
- October/November 2025

Question 1

9609/11 J25 ■ Q1 ■ 5 marks

- 1 (a) Define the term *job enrichment*. [2]
- (b) Explain **one** disadvantage to a business of using empowerment to motivate employees. [3]

Solution 1

(a) Mark scheme

- Define the term job enrichment.
- Indicative content
- Responses may include:
 - AO1 Knowledge and understanding
 - Clear understanding
 - ■
- Job enrichment involves increasing the range/
interest/challenge/responsibility/complexity of jobs to further motivate an

Solution 1

- employee 2
- ■
- Occurs when employees' jobs are redesigned to provide them with more challenging and complex tasks 2
- Partial understanding
- ■
- Give employees different work to do 1
- Accept all valid responses.
- 2
- 9609/11

Solution 1

- May/June 2025

Solution 1

(b) Mark scheme

- Explain one disadvantage to a business of using empowerment to motivate employees.
- There are 3 marks for this question:
 - 1 mark for
 - 2 marks for
 - Indicative content
 - Responses may include:
 - AO1 Knowledge and understanding

Solution 1

- 1 mark
- for identifying one disadvantage of using empowerment to motivate employees
- ■
- Employees lack ability/experience to respond
- ■
- Decisions are poorer
- ■
- Business is less efficient
- ■
- Employees become de-motivated

Solution 1

- ■
- Employees more stressed
- ■
- Some employees may leave.
- ■
- Empowerment may not work/may not last
- 3
- 9609/11
- May/June 2025
- AO2 Application

Solution 1

- 2 marks for developed
- of the disadvantage given
- 1 mark for limited
- of the disadvantage given
- ■
- Employees may not be capable of taking more control of their work – might lead to de-motivated employees.
- ■
- Empowerment may mean decisions are made by less experienced and less expert personnel – increasing the number
- of mistakes made and increasing risk.

Solution 1

- ■
- May lead to decreased efficiency – autonomous employees may work independently and decide to work more slowly
- and/or work at the pace of the slowest – less collaboration and teamwork.
- ■
- Relationships between managers and employees become blurred – boundaries of authority broken in a flatter, more
- streamlined structure – managers may lose control.
- ■
- Employees stress increases, morale decreases in a preference for alternative forms of motivation.

Solution 1

- ■
- Empowered employees become more attractive to competitors (risk of staff poaching).
- ■
- May not work as some employees are only motivated by financial benefits e.g. bonus
- Accept all valid responses.
- 9609/11
- May/June 2025

Question 1

9609/13 J25 ■ Q1 ■ 5 marks

- 1 (a) Define the term *motivation*. [2]
- (b) Explain **one** benefit to a business of motivated employees. [3]

Solution 1

(a) Mark scheme

- Define the term motivation.
- Indicative content
- AO1 Knowledge and understanding
- Clear understanding
- A clear definition that merits 2 marks should include reference to two out of the following three 1-mark responses
- (an acceptable definition will NOT use the word 'motivate')
- ■

Solution 1

- The factors-such as stimulate, encourage, interest, leading to the desire of employees (1) providing a willingness to
- work, to work harder, to perform well, to achieve something, a goal/task or objective, become more efficient, more
- satisfied (1) with incentives such as money, promotion, job enrichment/rotation (1)
- Partial understanding
- ■
- Why employees work hard (1)
- Accept all valid responses.
- 2
- 9609/13

Solution 1

- May/June 2025

Solution 1

(b) Mark scheme

- Explain one benefit for a business of motivated employees.
- There are 3 marks for this question:
 - 1 mark for
 - 2 marks for
- Indicative content
- Responses may include:
 - AO1 Knowledge and understanding
 - 1 mark

Solution 1

- for identifying one BENEFIT for a business of motivated employees
- ■
- Lower absenteeism
- ■
- Better workplace culture
- ■
- Employees work harder
- ■
- Lower labour turnover
- ■

Solution 1

- Employees more productive
 - ■
- Business objectives more likely to be achieved
 - ■
- Better customer service
 - ■
- Greater creativity/innovation (motivated employees more likely to challenge, explore more creative options and
- collaborate with colleagues)
 - ■

Solution 1

- Improved work relationships- more likely to accept change and less likely to take industrial action
- ■
- Positive business reputation- motivated employees more likely to speak highly of the business
- ■
- Higher sales- more profit
- 3
- 9609/13
- May/June 2025
- AO2 Application

Solution 1

- 2 marks for developed
- of the benefit given
- 1 mark for limited
- of the benefit given
- ■
- Disruption caused by absent employees is reduced
- ■
- Positive work environment
- ■
- Recruitment and training costs for the business are reduced

Solution 1

- ■
- Better quality products or services due to more care being taken – a good standard of work – happier customers
- ■
- Employees will match their personal objectives with those of the business.
- ■
- Improved customer satisfaction leading to increase in repeat customers – less complaints – better reviews
- Accept all valid responses.
- 9609/13
- May/June 2025

Solution 1

Question 2

9609/22 J25 ■ Q2 ■ 30 marks

2 Personalised Blankets (PB)

Kaia left university with a degree in textile design. Using her entrepreneurial qualities, Kaia set up PB as a sole trader. Her current objective is to break even.

Kaia uses job production to make blankets which are personalised with a picture. Each customer logs into the PB website and chooses the size of blanket. The customer then uploads a picture that they want printed onto the blanket.

5

Many of Kaia's customers buy the blankets as gifts for special occasions.

Kaia has employed a social media influencer to promote her blankets. The influencer will be paid a salary of \$250 a week and a 5% commission on revenue that comes directly from the influencer. Fig 2.1 shows the revenue that came directly from the social media influencer in February.

10

Question 2

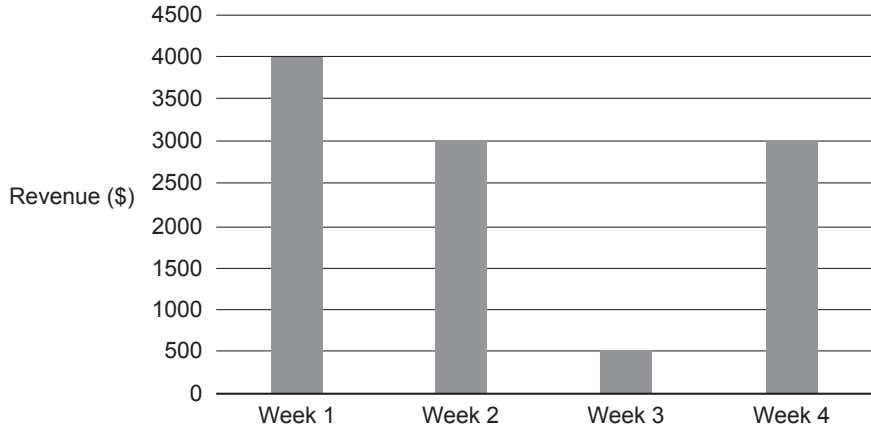


Fig. 2.1 Revenue directly from the social media influencer in February

Kaia would like to relocate PB to larger premises. She is applying for external sources of finance, and she has written a five-year business plan to support her applications.

- (a) (i) Identify **one** external source of finance. [1]
- (ii) Explain the term *business plan*. [3]
- (b) (i) Refer to Fig. 2.1 and other information. Calculate the total payment to the social media influencer in February. [3]
- (ii) Explain **one** disadvantage to Kaia of using a commission payment method. [3]

Question 2

- (c) Analyse **one** advantage and **one** disadvantage to Kaia of using job production. [8]
- (d) Evaluate the most likely reason for Kaia's objectives to change over the next five years. [12]

Solution 2

(a)(i) Mark scheme

- Identify one external source of finance.
- Responses may include:
- Knowledge of an external source of finance:
 - ■
 - share capital
 - ■
 - debentures
 - ■

Solution 2

- new partners
- ■
- venture capital
- ■
- (bank) overdrafts
- ■
- leasing
- ■
- hire purchase
- ■

Solution 2

- (bank) loans
 - ■
- mortgages
 - ■
- debt factoring
 - ■
- trade credit
 - ■
- micro-finance
 - ■

Solution 2

- crowd funding
 - ■
- government grants
 - ■
- peer to peer
- Accept all valid responses.
- 1
- 9609/22
- May/June 2025

Solution 2

(a)(ii) Mark scheme

- Explain the term business plan.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 2

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 2

- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of a business plan
- , including:
 - ■
 - formal written document containing the goals of a business.
 - ■
 - the methods for attaining business goals/objectives/targets etc.
 - ■
 - a written document that describes a business and its objectives.

Solution 2

- ■
- a document outlining the direction of the business and how to get there.
- AO2 Application
- Explanation of a business plan
- (max 2 marks), including:
 - ■
 - Any example of a section from a business plan (1 mark for each up to max of 2 marks); HRM plan, marketing plan,
 - operations plan, finance plan.
 - ■

Solution 2

- Any other relevant data which might be included in a business plan.
- ■
- Examples of potential uses of a business; gain finance, find investors etc.
- ■
- A business plan may have a specific timeframe for achieving its objectives
- ■
- May include internal and external influence data
- Accept all valid responses.
- 3
- 9609/22

Solution 2

- May/June 2025
- Exemplar and annotations
- Mark
- Rationale
- A written document showing the objectives for the business
- and
- the functional areas, such as Marketing
- that are involved.
- Business plans are often used to apply for finance
- .

Solution 2

- 3
- Clear knowledge that objectives form
- part of the business plan. A functional
- area also identified, as well as a use of a
- business plan.
- Can be used to inform external stakeholders about the business
- . A business plan can be created for a specific time period, such
- as 5 years
- . It is the details about the business and its
- environment

Solution 2

- 3
- Some idea of what is in a business plan
- (details and environment), and a use of a
- plan. Also the time period.
- A document outlining what the business does
- for a specific time
- period
- .
- 2
- Knowledge of what is in a business plan

Solution 2

- and time period.
- A future plan for how a business will achieve its objectives
- .
- 1
- Clear knowledge.
- A plan of the business for the future
- .
- 0
- Tautology – candidates need to show
- they know what ‘business’ and ‘plan’

Solution 2

- mean.
- A forecast of the sales made by a business.
- 0
- No understanding of a business plan.
- 9609/22
- May/June 2025

Solution 2

(b)(i) Mark scheme

- Refer to Fig 2.1 and other information. Calculate the total payment to the social media influencer in February.
- Formula:
- $\text{Total payment} = \text{salary} + \text{commission (\% of sales)}$ 1
- OR
- Correct calculation of revenue that comes directly from the influencer in Feb
- $= \text{Total sales in four weeks} - \$4000 + \$3000 + \$500 + \$3000 = \$10\,500$ 1
- OR

Solution 2

- Correct calculation of total salary for influencer for Feb = $\$250 + \$250 + \$250 + \$250 = \$1000$ ①
- Calculation:
- $5\% \text{ of } 10500 = 525$ ①
- Total payment = $\$1000$ (salary) + $\$525$ (commission) = $\$1525$ (1 – OFR applies)
- Ans = $\$1525$ (3 marks)
- 9609/22
- May/June 2025
- Exemplar and annotations
- 3 marks

Solution 2

- Correct answer
- \$1525
- Working and sign do not matter.
- \$
- 2 marks
- Correct calculation of commission based on total
- revenue that comes directly from the influencer in
- Feb (\$525)
- OR
- An incorrect answer with one mistake allowing OFR

Solution 2

- for final stage.
- OR
- An answer that misses out the commission (\$11 500
- with working)
- To award two marks, there must be
- ■
- Two
- and a
- OR
- ■

Solution 2

- One
- , one
- and one
- OR
- ■
- Two
- and a
- 1 mark
- One of the following:
- ■

Solution 2

- Correct formula
- ■
- Correct calculation of total revenue that comes
- directly from the influencer in Feb (\$10 500).
- ■
- Correct calculation of total salary for FEB
- (\$1000).
- To award one mark, there must be:
- ■
- One

Solution 2

- and two
- 0 marks
- No creditable content.
- To award zero marks, there must be a minimum of
- one
- 9609/22
- May/June 2025

Solution 2

(b)(ii) Mark scheme

- Explain one disadvantage to Kaia of using a commission payment method.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 2

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 2

- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of a disadvantage of using commission
- (max 1 mark), including
 - ■
- Increases business costs
- ■
- Reduces profit/ profit margin
- ■
- Difficult to predict / forecast

Solution 2

- ■
- May lead to aggressive sales techniques
- ■
- May cause anxiety/stress/demotivation (for the employee)
- ■
- May prioritise short-term gains, over long-term business objectives
- ■
- May be difficult to recruit new workers
- ■
- May cause employees to compete with one another

Solution 2

- ■
- Paid from revenue, not profit (may need to be paid even if PB does not make a profit)
- AO2 Application
- Explanation of a disadvantage of using commission payment method
- (max 1 mark), including:
 - ■
 - Increases business costs – as the business increases revenue, commission also increases
- ■

Solution 2

- Difficult to predict / forecast – which can mean that PB may not be able to calculate the break-even point
- ■
- May lead to aggressive sales techniques – as salespeople push to increase their own income
- 3
- 9609/22
- May/June 2025
- ■
- May cause anxiety/stress (for the employee) – leading to lower motivation
- ■

Solution 2

- May prioritise short-term gains, over long-term business objectives – as employees focus on increasing short term
- revenue and not profit margins
- ■
- May be difficult to recruit new workers – because of the uncertainty of their likely income
- ■
- May cause employees to compete with one another – and work towards their own utility, not the good of the business
- ■

Solution 2

- Paid from revenue, not profit – so may need to be paid even if PB does not make a profit
- Context applied to PB
- (max 1 mark), including:
 - ■
- 5% commission on direct sales
- ■
- OFR from Q2(b)(i)
- ■
- Social media influencer gets a salary as well (\$250 a week)

Solution 2

- ■
- Use of data in chart 2.1
- Exemplar and annotations
- Mark
- Rationale
- A commission adds to PBs costs
- which can reduce
- the profit available
- to relocate PB to larger premises
- .

Solution 2

- 3
- A disadvantage identified and explained with
- context.
- It may lead to competition between workers
- which
- could lead to demotivated employees
- reducing the
- \$10 500 revenue from the influencer
- .
- 3

Solution 2

- A disadvantage, which is explained and context
- used.
- May be difficult to recruit new influencers
- if 5%
- commission seems low.
- 2
- A disadvantage and context. However the
- disadvantaged is not explained as to how/why
- recruitment may be more difficult based on
- commission.

Solution 2

- Reduce profit
- , and may demotivate the employees.
- 1
- There are two pieces of knowledge here, but they
- are not linked (ie the candidate has not stated that
- there is less profit because of the demotivation).
- Only K so max 1 mark.
- Paying a 5% commission means that for every \$1 of
- revenue the influencer sells, they get \$0.05.
- 0

Solution 2

- There is no knowledge of a disadvantage of using
- commission.
- Accept all valid responses.
- 9609/22
- May/June 2025

Solution 2

(c) Mark scheme

- Analyse one advantage and one disadvantage to Kaia of using job production.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 2

- 4 marks
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies connections
- between causes, impacts and/or consequences
- of two points.
- ■
- Developed analysis that identifies connections

Solution 2

- between causes, impacts and/or consequences
- of one point.
- 1
- 1–2 marks
- ■
- Knowledge of two
- relevant points is used
- to answer the
- question.
- ■

Solution 2

- Knowledge of one
- relevant point is used
- to answer the
- question.
- 1–2 marks
- ■
- Application of two
- relevant points to a
- business context.
- ■

Solution 2

- Application of one
- relevant point to a
- business context.
- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies connections
- between causes, impacts and/or consequences
- of two points.
- ■

Solution 2

- Limited analysis that identifies connections
- between causes, impacts and/or consequences
- of one point.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 2

- Note: Annotate the first advantage in the left-hand margin and the first disadvantage in the right-hand margin.
- 8
- 9609/22
- May/June 2025
- Responses may include:
 - AO1 Knowledge and understanding
 - Knowledge of an advantage of using job production
 - (max 1 mark), including:
 - ■

Solution 2

- High quality
 - ■
- High price
 - ■
- Flexibility
 - ■
- Customisation / customer satisfaction
 - ■
- All finished products are sold
- Knowledge of a disadvantage of using job production

Solution 2

- (max 1 mark), including:
 - ■
 - High production costs
 - ■
 - Long lead time
 - ■
 - Requires specialist equipment
 - AO2 Application
 - Application of an advantage or disadvantage to PB
 - , including:

Solution 2

- ■
- Kaia has a university degree in textile designs
- ■
- Kaia thinks she has entrepreneurial qualities
- ■
- Sole trader
- ■
- Current objective to break even
- ■
- Blankets personalised with a picture

Solution 2

- ■
- Picture supplied by customer
- ■
- Customers design their own blanket (customisable size and picture)
- ■
- Many customers buy the blankets as gifts for special occasions (birthdays, holidays etc.)
- ■
- Being promoted by a social media influencer
- ■

Solution 2

- Use of data in Chart 2.1
- AO3 Analysis
- Limited analysis of an advantage of job production
- – developed analysis
- , including:
 - ■
- High quality: increases customer satisfaction and leads to sales – increases profit.
- ■
- Customisation / customer satisfaction; likely to lead to increased sales – increased profit.

Solution 2

- ■
- All finished products are sold; more likely to have costs lower than revenue – increased profitability.
- 9609/22
- May/June 2025
- Limited analysis of a disadvantage of job production
- – developed analysis
- , including:
- ■
- High production costs: may need to increase price to cover costs – less chance to break even and make a profit.

Solution 2

- ■
- Long lead time; may irritate customers leading to bad reviews – lower sales and profit.
- ■
- Requires specialist equipment; may need to purchase expensive capital equipment increasing costs – reducing
- profitability.
- Accept all valid responses.
- Exemplars and annotations
- AO1 Knowledge
- AO2 Application

Solution 2

- AO3 Analysis
- Higher prices
- ,
- For individual blankets that are
- personalised with a picture
- .
- This is likely to lead to higher revenue
- leading to higher profit
- .
- Takes longer to produce

Solution 2

- .
- Which may be a issue if customers
- are purchasing for a special occasion,
- like a birthday
- ,
- So, customers may go to a different
- business, reducing PBs revenue
- and therefore decrease the profit
- .
- 9609/22

Solution 2

- May/June 2025

Solution 2

(d) Mark scheme

- Evaluate the most likely reason for Kaia's objectives to change over the next five years.
- Level
- AO1 Knowledge
- and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 2

- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in context
- ■
- A developed judgement/conclusion
- is made in the business context.

Solution 2

- ■
- Developed evaluative comments
- which balance some key arguments
- in the business context.
- 2
- 2 marks
- Developed
- knowledge of
- relevant key term(s)
- and/or factor(s) is

Solution 2

- used to answer the
- question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.
- 2 marks
- Developed analysis

Solution 2

- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■
- A developed judgement/conclusion
- is made.

Solution 2

- ■
- Developed evaluative comments
- which balance some key arguments.
- 1
- 1 mark
- Limited knowledge
- of relevant key
- term(s) and/or
- factor(s) is used to
- answer the question.

Solution 2

- 1 mark
- Limited application
- of relevant point(s)
- to the business
- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,

Solution 2

- impacts and/or
- consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/conclusion is made
- with limited supporting
- comment/evidence.
- ■
- An attempt is made to balance the

Solution 2

- arguments.
- 0
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable

Solution 2

- response.
- 0 marks
- No creditable response.
- 12
- 9609/22
- May/June 2025
- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of why business objectives may change over time
- (max 1 mark), including:

Solution 2

- ■
- As the business grows
- ■
- If the previous objective has been met
- ■
- As the business declines
- ■
- As the business maintains
- ■
- As the market changes

Solution 2

- ■
- As competitors act / react
- ■
- When aims / vision / mission changes
- ■
- As the business environment changes (not required at AS level, but rewarded) – SLEEPT
- AO2 Application
- Application to PB
- (max 2 marks), including:

Solution 2

- ■
- Kaia has a university degree in textile designs
- ■
- Kaia thinks she has entrepreneurial qualities
- ■
- Sole trader
- ■
- Current objective to break even
- ■
- Blankets personalised with a picture

Solution 2

- ■
- Picture supplied by customer
- ■
- Customers design their own blanket (customisable size and picture)
- ■
- Many customers buy the blankets as gifts for special occasions (birthdays, holidays etc.)
- ■
- Being promoted by a social media influencer
- ■

Solution 2

- Use of data in Chart 2.1
- ■
- Thinking of relocating PB
- AO3 Analysis
- Limited analysis of how the objectives change
- – developed analysis
- , including:
- ■
- As the business grows; objectives may change to profit maximisation – so that the owners can start to receive an

Solution 2

- income for their risk.
- ■
- As the business declines, objectives may change to survival – and the business may reduce prices in an effort to gain
- a new market of customers.
- 9609/22
- May/June 2025
- ■
- As the business maintains; the business owner may decide not to continue the business – leading to trying to recover
- as much of the capital invested as possible.

Solution 2

- ■
- As the market changes, the business will need to adapt to the changing market, perhaps by making significant changes
- to the type of product being sold or doing some expensive market research into the new customer preferences –
- leading to an increase in costs and a reduction in profitability.
- ■
- As competitors act / react; the business may become a price taker and change their marketing mix – so that they can
- maintain and grow their market share.
- ■

Solution 2

- When aims / vision / mission changes; if the owner decides to change the mission of the business, then all the
- functions of the business may also need to be changed. For example, buying new capital items that allow it to make a
- different product – leading to an increase in business costs and reduced profit.
- ■
- As the business environment changes (not required at AS level, but rewarded); for example, if the economy goes into
- recession, then luxury items may not be demanded, reducing customers – leading to a decrease in sales revenue and
- profit.

Solution 2

- AO4 Evaluation
- Limited valuation of the most likely reason why objectives may change
- – developed
- – developed in context
- ,
- including:
 - ■
- A judgement of the most likely reason for Kaia's objectives to change over the next five years.
- ■

Solution 2

- What the judgement may depend upon; the owners desire to continue / grow the business, the market research,
- dynamism of the market, competitors' actions / reactions etc.
- ■
- Kaia has only just started the PB, so the objectives may change significantly over the next five years. Does she have
- the knowledge / research / experience to judge how the objectives might change over such a long period of time?
- ■
- To what extent is PB in a growing or declining market and how many of her customers choose to repeat purchase?

Solution 2

- ■
- Kaia's own objectives – she thinks she has entrepreneurial qualities, so will she be looking at new products / business
- ideas over the next five years, which may mean that PB might not even exist, or be in a very different format to what it
- is today. Is it sensible to try and plan for five years with such limited experience?
- ■
- A judgement about likeliness of the business objectives needing to change over five years.
- Accept all valid responses.
- 9609/22

Solution 2

- May/June 2025
- Exemplars for awarding evaluation
- L1
- (limited
- supporting evidence)
- L2
- (developed supporting evidence)
- L3
- (developed supporting evidence
- with context)

Solution 2

- The most likely reason is
- because PB has reached
- its previous objective.
- The most likely reason is because PB has
- reached its previous objective. This means
- that Kaia will need a new objective, such as
- profit maximisation.
- The most likely reason is because PB has
- reached its previous objective, to break
- even. This means that Kaia will need a new

Solution 2

- objective, such as profit maximisation.
- It depends on her personal
- objectives.
- It depends on her personal objectives,
- because she is the owner, the objectives
- will need to change to adapt to her needs.
- It depends on her personal objectives,
- because she is a sole trader, the objectives
- will need to change to adapt to her needs.

Question 6

9609/1 23 ■ Q6 ■ 20 marks

6 (a) Analyse **two** possible disadvantages to a business of using performance-related pay to motivate its employees. [8]

(b) 'The most important role of human resource management (HRM) in a fast food restaurant is to maintain a high level of employee morale and welfare.'

Evaluate this view.

[12]

Solution 6

(a) Mark scheme

- Analyse two possible disadvantages to a business of using performance-related pay to motivate its employees.
- Use Table D to mark each candidate response.
- AO1 out of 2 marks.
- AO2 out of 2 marks.
- AO3 out of 4 marks.
- Indicative content
- Responses may include:

Solution 6

- AO1 Knowledge and understanding
- ■
- Performance-related pay (PRP) links salaries/wages to an assessment of performance measured against pre-agreed
- performance criteria.
- ■
- PRP may set non-achievable targets.
- ■
- May lead to conflict between employees.
- AO2 Application

Solution 6

- ■
- Often used to remunerate employees whose output is not measurable in quantitative terms such as management/
■ supervisory/clerical posts.
- ■
- An optional reward/motivation method for employees who are considered to have given exceptional performance.
- AO3 Analysis
- ■
- For some employees PRP is seen as a device to intensify work demands, increase productivity leading to worker

Solution 6

- exploitation and high stress.
- ■
- It can lead to rifts and divisions in teams if some are not included in a PRP scheme – they will feel their work is less
- valued.
- ■
- There are problems in deciding how to measure ‘above average’ performance – employees’ views will differ from
- managers’ views.
- ■

Solution 6

- PRP can put power into the hands of managers leading to favouritism or discrimination.
- ■
- It requires detailed information about employees and their jobs.
- Accept all valid responses.
- 8
- AO1
- 2
- 9609/01
- For examination

Solution 6

- SPECIMEN
- from 2023
- AO2
- 2
- AO3
- 4

Solution 6

(b) Mark scheme

- 'The most important role of human resource management (HRM) in a fast food restaurant is to maintain a high level
- of employee morale and welfare.'
- Evaluate this view.
- Use Table E to mark each candidate response.
- AO1 out of 2 marks.
- AO2 out of 2 marks.
- AO3 out of 2 marks.

Solution 6

- AO4 out of 6 marks.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- ■
- HRM function is to plan, recruit and develop the workforce in order to achieve business objectives.
- ■
- HRM includes a wide range of activities such as recruitment, training, motivation, contracts of employment, morale and
- welfare.

Solution 6

- ■
- The emphasis in recent times is on morale and welfare, safety, working conditions and job satisfaction of employees.
- ■
- Morale includes the emotions, attitudes and overall outlook of employees; welfare is anything that makes the workplace
- more congenial and healthy.
- AO2 Application
- ■
- Morale and welfare increasingly seen as a vital part of HRM responsibility and particularly important to a service business

Solution 6

- like a fast food restaurant.
- ■
- Quicker and more efficient customer service from employees who consider their morale and welfare is being supported.
- ■
- Traditionally fast food industry has high level of turnover and often low job satisfaction.
- 12
- 9609/01
- For examination
- SPECIMEN

Solution 6

- from 2023
- AO3 Analysis
- ■
- Increasing morale and welfare is an important HRM function as it can increase job satisfaction, labour productivity and
- reduce labour turnover.
- ■
- HRM contributes to employee morale and welfare when it efficiently and effectively carries out any responsibility in
- respect of the workforce – by, for example, administering an equitable remuneration system or providing appropriate

Solution 6

- training courses.
- ■
- HRM is responsible for workforce planning and if this is poorly done then business efficiency will decline – e.g. too many
- or too few employees.
- ■
- HRM is responsible for recruitment and selection of employees and this is important as employees need to be suited to
- the work.
- ■

Solution 6

- HRM might well provide support and advice for staff with personal problems such as achieving a more sensible work-life
- balance.
- ■
- HRM might ensure that policies on equality and diversity are fit for purpose.
- ■
- HRM may see employee morale and welfare as a primary concern for an outward facing business such as a fast food
- restaurant.
- AO4 Evaluation
- ■

Solution 6

- The importance of the involvement of HRM in issues relating to employee morale and welfare may well depend on the
- type of business and the maturity of that business.
- ■
- There may be more pressing short-term problems facing HRM that might be more important such as skills shortages or
- industrial relations challenges.
- ■
- The resolution of such problems will likely assist in improving general morale and welfare issues.
- ■

Solution 6

- Suggestions may be made that some of the more specific responsibilities of HRM are more important than the pursuit of
- such nebulous concepts as employee morale and welfare.
- ■
- Keeping costs low might be more important than employee morale and welfare.
- ■
- In fast food restaurants building teamwork is important but there is also a need to follow rigid production processes.
- ■
- Judgement made on whether maintaining morale and welfare of employees is the most important role of HRM.

Solution 6

- Accept all valid responses.
- AO1
- 2
- AO2
- 2
- AO3
- 2
- AO4
- 6