

Past-paper walk-through

Internal and external communication ■ 2.4

eXercise

Questions in this set

- 0450/21 N25 Q4 ■ 20 marks
- 0450/13 J25 Q4 ■ 20 marks
- 0450/11 N24 Q1 ■ 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 4

0450/21 N25 ■ Q4 ■ 20 marks

- 4 (a) Explain **two** factors LB's managers should consider when deciding which method of communication to use to inform its employees about the expansion plans.

Question 4

Question 4

Question 4

Question 4

Question 4

Question 4

[8]

- (b)** Using Appendix 3 and other information, consider the benefits and drawbacks for country Y of LB building its new factory there. Do you think the benefits for country Y are greater than the drawbacks? Justify your answer.

Question 4

Question 4

[12]

Solution 4

(a) Mark scheme

- Explain two factors LB's managers should consider when deciding
- which method of communication to use to inform employees about the
- expansion plans.
- Award 1 mark for each relevant factor (max 2).
- Award a maximum of 3 additional marks for each explanation of the factor
- that LB's managers should consider when deciding which method of
- communication to use with employees about the expansion plans – one of
- which must be applied to this context.

Solution 4

- Relevant factors might include:
 - ■
 - How many employees need to be informed – a large number of
 - employees need to see the information – as everyone will be affected by
 - the expansion
 - ■
 - If feedback is needed – managers will know the message has been
 - received – to make sure all employees understand what it will mean for
 - their job role
 - ■

Solution 4

- How much information needs to be included in the message / complexity
- of the message – if it is a lot of information then a written form of
- communication should be used – such as an email or letter
- ■
- If there is need for a written record – as legally a record may be needed
- for certain types of communication with employees – then there will be
- communication that can be referred to at some time in the future
- ■
- Speed / urgency / importance of communication – employees need to be
- told quickly before rumours are spread around the factory

Solution 4

- ■
- Cost of the communication methods chosen
- For example: How many employees need to be informed (1). A large number
- of employees will need to see the information (1) as everyone will be affected
- by the expansion plans (1) when building the new factory in country Y (app).
- Application could include: luxury bathroom products; baths/basins/showers;
- plan to produce a new range of bathroom products; plans to open a factory in
- another country; sells in specialist retail shops; website contains information
- on product range.
- 8

Solution 4

- 0450/21
- October/November
- 2025

Solution 4

(b) Mark scheme

- Using Appendix 3 and other information, consider the benefits and
- drawbacks for country Y of LB building its new factory there. Do you
- think the benefits for country Y are greater than the drawbacks? Justify
- your answer.
- Level
- Description
- 3
- Sound application of knowledge and understanding of

Solution 4

- relevant business concepts using appropriate
- terminology.
- Detailed discussion of both the benefits and drawbacks
- for country Y.
- Well-justified conclusion.
- Candidates discussing in detail both the benefits and
- drawbacks for country Y, in context and with a well-
- justified conclusion, including why the alternative
- benefits or drawbacks were rejected, should be
- rewarded with the top marks in the band.

Solution 4

- 9–12
- 2
- Sound application of knowledge and understanding of
- relevant business concepts using appropriate
- terminology.
- Detailed discussion of one benefit or drawback for
- country Y.
- Judgement with some justification / some evaluation of
- choice made.
- Candidates discussing in detail at least one benefit and

Solution 4

- one drawback for country Y and applying these to the
- case should be rewarded with the top marks in the
- band.
- 5–8
- 1
- Limited application of knowledge and understanding of
- relevant business concepts.
- Limited ability to discuss the benefits and/or drawbacks
- with little/no explanation.
- Simple judgement with limited justification / limited

Solution 4

- evaluation of choice made.
- Candidates outlining the benefits and drawbacks for
- country Y in context should be rewarded with the top
- marks in the band.
- 1–4
- 0
- No creditable response.
- 0
- 12
- 0450/21

Solution 4

- October/November
- 2025
- Relevant points might include:
 - Benefits
 - Drawbacks
 - ■
- It creates jobs – lowering
- unemployment in country Y –
- raising incomes in the country
- and helping to increase

Solution 4

- economic growth/GDP
- ■
- Increased investment – the
- new factory for manufacturing
- bathroom products will mean
- new infrastructure may be built
- also benefiting local
- businesses
- ■
- LB could export from country Y

Solution 4

- – improving its balance of
- payments – earns foreign
- currency for country Y to
- purchase more imports
- ■
- LB may pay taxes to the
- government – increases tax
- revenue to provide more
- services for its population
- ■

Solution 4

- Increased consumer choice –
- more competition and more
- luxury bathroom products
- available to buy – as
- consumers have increasing
- incomes and it has
- increased demand for luxury
- products
- ■
- The jobs created may be

Solution 4

- unskilled and low paid – may
- make it more difficult for local
- businesses to meet their
- labour needs as they expand
- due to increasing economic
- growth
- ■
- There may be reduced sales
- for the local bathroom
- manufacturers as their costs

Solution 4

- and prices may be higher
- ■
- Profits may be sent back to
- country X – loss of government
- tax revenue in country Y
- ■
- Scarce resources may be used
- up quickly leaving few non-
- renewable resources
- remaining when LB leaves –

Solution 4

- making economic growth in
- the future slow down
- ■
- LB may have some political
- influence and gain financial
- support such as grants that
- could have been spent on local
- businesses
- ■
- Increased noise and air

Solution 4

- pollution when the factory
- producing bathroom
- products is being built – may
- cause damage to the
- environment and health of the
- local population
- Conclusion
- Justification might include:
 - ■
- Allowing LB to locate in the country has more benefits for country Y

Solution 4

- than it has drawbacks. The jobs created will help the country develop
- and may benefit from the transfer of new technology from LB to the
- many other bathroom producers in the country. This may increase
- their efficiency and improve their productivity. So many other local
- businesses may benefit which outweighs the drawbacks of LB
- causing pollution when building the new factory as this is only in the
- short term.
- ■
- The government in country Y should not allow LB to build a factory
- there as it may not gain tax revenue if the government of country Y

Solution 4

- has to offer financial support to attract LB to locate there. LB may
- have lower unit costs from the economies of scale it benefits from
- as it is a large business and therefore may cause the many local
- bathroom manufacturing businesses to close if they cannot compete.

Question 4

0450/13 J25 ■ Q4 ■ 20 marks

- 4 HYT is a travel business which sells holidays. One of its objectives is growth. Last year HYT completed a takeover of one of its competitors. External sources of finance were used to fund this growth. HYT now has 460 shops and 4000 employees. The Human Resources Director knows there are benefits and limitations for a business of having full-time employees. HYT's managers use ideas from Herzberg's motivational theory to keep employees motivated. Good internal communication is important for HYT.
- (a) Identify **two** objectives (other than growth) a business might have.

Question 4

(b) Identify **two** advantages to a business of using external sources of finance.

Question 4

- (c) Using Herzberg's theory, state whether each of the following would be classed as a hygiene factor or as a motivator.

Question 4

Question 4

Question 4

(d) Explain **two** methods of internal communication HYT might use with its employees.

Question 4

Question 4

Question 4

Question 4

Question 4

Question 4

- (e) Do you think the benefits to a business of having full-time employees are greater than the limitations? Justify your answer.

Question 4

Solution 4

(a) Mark scheme

- Identify two objectives (other than growth) a business might have.
- Award 1 mark per objective (max 2).
- Points might include:
 - ■
 - Survival/break-even
 - ■
 - Make a profit

Solution 4

- ■
- Increase/gain market share
- ■
- Increase / maintain number of sales / customers
- ■
- Increase / gain revenue / value of sales
- ■
- Improve/create business image
- ■
- Increase return to shareholders / return on capital

Solution 4

- employed
- ■
- Be socially / ethically / environmentally responsible
- Other appropriate responses should be credited.
- 2 Only award the first two responses given.
- Accept increase sales where no specific examples given
- (i.e. value and volume).

Solution 4

(b) Mark scheme

- Identify two advantages to a business of using external
- sources of finance.
- Award 1 mark per advantage (max 2).
- Points might include:
 - ■
 - Able to raise funds quicker / quickly
 - ■
 - May be able to raise full / large(r) amount of finance

Solution 4

- ■
- Can use internal sources / profit for other purposes
- ■
- Provider may offer advice/support
- Other appropriate responses should be credited.
- 4 Only award the first two responses given.
- 0450/13
- May/June 2025
- Guidance

Solution 4

(c) Mark scheme

- Using Herzberg's theory, state whether each of the
- following would be classed as a hygiene factor or as a
- motivator:
- Award 1 mark per correct answer (max 4).
- Working conditions: hygiene
- Wages: hygiene
- Opportunities for promotion: motivator
- Relationship with supervisor: hygiene

Solution 4

- 6 Only award the first response given for each answer.
- 0450/13
- May/June 2025
- Guidance

Solution 4

(d) Mark scheme

- Explain two methods of internal communication HYT
- might use with its employees.
- Award 1 mark for identification of each relevant method
- (max 2).
- Award 1 mark for each relevant reference to this business
- (max 2).
- Award 1 mark for each relevant explanation (max 2).
- Points might include:

Solution 4

- ■

- Meetings/team briefings [k] about its growth objective

app as can get (instant) feedback / ask / answer

- questions [an]

- ■

- Email [k] which can be sent to multiple people (at the

- same time) [an] to its 4000 employees [app]

- ■

- Phone/mobile calls [k] to one of its 460 shops [app] as

- allows for discussion / explanation / immediate feedback

Solution 4

an

- ■
- Letter [k] as a written record [an]
- ■
- Text / SMS / WhatsApp / WeChat [k] as can be sent
- quickly [an]
- ■
- Posters / noticeboards / notices [k] as they can be
- placed in various locations (for employees to read) [an]
- ■

Solution 4

- Video conference / Zoom / Teams / Google Meet /
- FaceTime [k]
- ■
- Social media or examples e.g. Facebook, TikTok [k]
- ■
- Internal newspapers / newsletter / magazine [k]
- Other appropriate responses should be credited.
- 6 To use words from the stem as application, the reference
- must be appropriate (i.e. make sense) in relation to the point
- being made.

Solution 4

- The following words are likely to be appropriate for this
- question:
- ■
- Travel business
- ■
- Sells holidays
- ■
- (460) shops/stores
- ■
- 4000 (employees)

Solution 4

- ■
- Full-time (employees)
- ■
- Takeover
- ■
- Objective is growth
- ■
- External sources of finance
- Other appropriate examples can be credited.
- Some analysis can be used for different methods but only

Solution 4

- award the same point once.
- 0450/13
- May/June 2025
- Guidance

Solution 4

(e) Mark scheme

- Do you think the benefits to a business of having full-time employees are greater than the limitations? Justify your answer.
- Award up to 2 marks for identification of relevant points.
- Award up to 2 marks for relevant development of points.
- Award up to 2 marks for a justified decision as to whether the benefits of having full-time employees for a business are greater than the limitations.

Solution 4

- Points might include:
- Benefits:
- ■
- More familiar with business / consistent service / quality
k which helps build / maintain customer relationships /
- better reputation / more productive [an]
- ■
- Workers likely to be loyal / committed / less likely to
- leave [k] reducing (recruitment) costs [an]
- ■

Solution 4

- Easy to communicate / update [k] leading to fewer
- errors [an]
- ■
- Fewer employees to train / recruit [k] saving time / cost

an

- Limitations:
- ■
- May not be willing / want to increase hours / not want to
- work overtime [k] so may be difficult to meet demand

an

Solution 4

- ■
- Must pay whether (sufficient) work for them to do or not
- increasing labour costs [an]
- ■
- May miss out on potential employees who cannot work
- full-time [k]
- This is a general question so there are no marks for
- application.
- Points must relate to the business and not the employees.
- Expensive/high cost can be [k] or [an].

Solution 4

- The following are [an] only:
 - ■
- More output
- ■
- Lower training/recruitment cost
- ■
- More/less productive
- Accept points about cost once, unless clearly explained.
- 0450/13
- May/June 2025

Solution 4

- Guidance
- Other appropriate responses should be credited.
- Justification might include:
 - Full-time employees can provide a consistent service [k]
 - which helps maintain customer relationships [an]. However,
 - they may not be willing to increase hours [k] so it may be
 - difficult to meet demand [an]. The benefits are greater
 - because maintaining customer relationships is more likely to
 - lead to additional sales even if they must wait slightly longer
 - to receive the goods [eval] [eval].

Question 1

0450/11 N24 ■ Q1 ■ 20 marks

- 1 RSL manufactures paint using flow production. Last year it produced 10 million litres of paint. RSL has 6 managers and 80 employees working in its factory. The managers use different leadership styles. RSL uses email and telephone calls as its methods of internal communication. The Operations Manager wants to understand why some manufacturing businesses are relocating their operations to other countries.
 - (a) Identify **two** benefits to a business of using flow production.

Question 1

Question 1

Question 1

Question 1

(b) Identify **two** reasons why people work.

Question 1

Question 1

Question 1

Question 1

- (c) Outline **one** advantage of RSL using each of the following methods of internal communication.

Question 1

Question 1

(d) Explain **two** leadership styles RSL's managers might use.

Question 1

Question 1

Question 1

Question 1

Question 1

- (e) Explain **two** factors a manufacturing business should consider when relocating its operations to another country. Which factor is likely to be the most important? Justify your answer.

Solution 1

(a) Mark scheme

- Identify two benefits to a business of using flow
- production.
- Award 1 mark per benefit (max 2).
- Points might include:
 - ■
 - High output / large number of products made
 - ■
 - (Purchasing) economies of scale / discounts for bulk

Solution 1

- buying / low average/unit costs
- ■
- Lower labour cost / less workers needed
- ■
- Increased efficiency/productivity / goods are produced
- quickly
- ■
- No need to move goods from one part of the factory to
- another
- ■

Solution 1

- Consistent/standardised quality.
- Other appropriate responses should be credited.
- 2 Only award the first two responses given.
- Do not award:
 - Vague comments such as saves time, cheaper, quicker,
 - faster on their own.

Solution 1

(b) Mark scheme

- Identify two reasons why people work.
- Award 1 mark per reason (max 2).
- Points might include:
 - ■
 - (Earn) money/wage/salary/improve standard of living
 - ■
 - Job satisfaction / feel as if you have done a good job
 - ■

Solution 1

- Safety/security for example job security
- ■
- Social or examples such as feel part of a
- group/company
- ■
- Esteem/recognition/status/feel important/valued
- ■
- Opportunity to reach potential / challenge self to do new
- things
- ■

Solution 1

- Help people/provide a service to community/others.
- Other appropriate responses should be credited.
- 2 Only award the first two responses given.
- Do not award:
 - Vague answers such as relieve boredom, something to do,
 - like what they do.
- 0450/11
- October/November 2024
- Notes

Solution 1

(c) Mark scheme

- Outline one advantage of RSL using each of the
- following methods of internal communication.
- Award 1 mark for identification of each relevant advantage
- (max 2).
- Award 1 mark for each relevant reference made to this
- business (max 2).
- Points might include:
- Email:

Solution 1

- ■
- A lot of information/detail/documents can be shared [k]
- with the 80 employees [app]
- ■
- Can send information/message to multiple people at the
- same time [k] about the paint [app]
- ■
- Keep a copy (to refer to) [k]
- ■
- Can communicate with people in a different location [k]

Solution 1

- ■
- Low cost/cheap [k]
- ■
- Can check if the message has been read [k]
- Telephone calls:
- ■
- Quick [k] if there is a problem using flow production

app

- ■
- Opportunity for (instant) questions/discussion/decisions

Solution 1

k with one of the 6 managers [app]

-

- Feedback (straightaway) [k]

- Other appropriate responses should also be credited.

- 4 To use words from the stem as application, the reference

- must be appropriate (i.e. make sense) in relation to the point

- being made.

- The following words are likely to be appropriate for this

- question:

-

Solution 1

- Paint
- ■
- 10 million litres
- ■
- Flow production
- ■
- Relocate (to another country)
- ■
- 80/86 employees
- ■

Solution 1

- 6 managers
 - ■
- Factory
 - ■
- Manufacturer
 - ■
- Different leadership styles.
- Other appropriate examples can be credited.
- Award only once in the answer:
- Low cost/cheap [k]

Solution 1

- Fast/quick [k]
- 0450/11
- October/November 2024
- Notes

Solution 1

(d) Mark scheme

- Explain two leadership styles RSL's managers might
- use.
- Award 1 mark for each relevant leadership style (max 2).
- Award 1 mark for each relevant reference to this business
- (max 2).
- Award 1 mark for each relevant explanation (max 2).
- Points might include:
 - ■

Solution 1

- Autocratic [k] when the manager instructs/ tells workers
- what to do [an] when using flow production [app]
- ■
- Democratic [k] when one of its 6 managers [app] asks
- employees for their ideas/opinions before making a
- decision [an]
- ■
- Laissez-faire [k] when the managers leave it up to the
- employees to make decisions/decide what to do [an]
- when making paint [app]

Solution 1

- Other appropriate responses should be credited.
- 6 To use words from the stem as application, the reference
- must be appropriate (i.e. make sense) in relation to the point
- being made.
- The following words are likely to be appropriate for this
- question:
- ■
- Paint
- ■
- 10 million litres

Solution 1

- ■
- Flow production
- ■
- Relocate (to another country)
- ■
- 80/86 employees
- ■
- 6 managers
- ■
- Email

Solution 1

- ■
- Telephone calls
- ■
- Factory
- ■
- Manufacturer
- Other appropriate examples can be credited.
- 0450/11
- October/November 2024
- Notes

Solution 1

(e) Mark scheme

- Explain two factors a manufacturing business should
- consider when relocating its operations to another
- country. Which factor is likely to be the most important?
- Justify your answer.
- Award up to 2 marks for identification of relevant points.
- Award up to 2 marks for relevant development of points.
- Award up to 2 marks for a justified decision as to which
- factor is likely to be the most important for a manufacturing

Solution 1

- business when relocating its operations to another country.
- Points might include:
 - ■
 - Access to raw materials [k] as without materials it can
 - delay/stop production [an] so not able to meet orders

an

- ■
- Labour issues e.g. cost/access to
- suitable/skilled/enough employees [k] as lower wage
- rates could help lower labour costs [an] increasing its

Solution 1

- profit margin [an]
- ■
- Land issues e.g. availability/cost of suitable land [k]
- which could increase/lower fixed costs [an]
- ■
- Trade restrictions such as tariffs/quotas [k] as quotas
- could limit the amount of goods allowed into a country

an

- ■
- Availability of government grants / rates of taxation [k]

Solution 1

- which could reduce the amount of finance needed [an]
- ■
- Legal controls [k] as this could stop/determine where
- the business can operate [an]
- ■
- Infrastructure (accept only once) e.g. access to utilities,
- communications [k] as without suitable power it would
- be difficult to operate (efficiently) [an]
- ■
- Available market/demand for the product/level of

Solution 1

- competition [k] which may reduce transport costs [an]
- ■
- Language/cultural problems [k]
- 6 This is a general question so there are no marks for
- application.
- Some analysis could be used for different points, but only
- award once.
- Accept costs [k] once if there is no specific reason for the
- costs given.
- 0450/11

Solution 1

- October/November 2024
- Notes
- Other appropriate responses should be credited.
- Justification might include:
 - Access to raw materials [k] without materials there may be
 - delays in production [an]. Another factor is employees [k] as
 - a lack of skills could lead to lower quality products [an].
 - Access to raw materials is the most important because
 - without materials there is nothing to sell, lowering potential
 - revenue [eval]. However, a business could train employees

Solution 1

- to produce quality products [eval].
- Notes