Neap

VCE Business Management Units 3&4

Suggested Solutions

2024 Trial Examination

Section A

Question 1 (5 marks)

a. A private limited company has between one and 50 shareholders, and its shares can only be traded with the permission of all shareholders. A private limited company is not listed on the Australian Securities Exchange (ASX) and is a separate legal entity. Shareholders are only liable for the money that they invest in the company, and the company name usually has 'Proprietary Limited (Pty Ltd)' included. Examples of private limited companies include Visy and Linfox.

2 marks
Award 1 mark for providing a basic definition of private limited company.
Award 2 marks for providing a detailed definition of private limited company.

b. *For example:*

Business objectives are important because they are statements of desired achievements and outcomes that can be broken down into strategies and actions within a business.

They assist with a business reaching its future goals and provide a clear direction.

One business objective is to increase market share. By increasing its proportion or percentage of the market through sales, a business should be more profitable and successful.

3 marks
*Award 1 mark for explaining business objectives **or** identifying one business objective.*
*Award 2 marks for explaining why business objectives are important **and** identifying one business objective.*
*Award 3 marks for explaining why business objectives are important **and** outlining one business objective.*
Note: Other acceptable business objectives include to make a profit, to improve efficiency, to improve effectiveness, to fulfil a market need, to fulfil a social need and to meet shareholder expectations.

Question 2 (13 marks)

a. The key performance indicator 'number of website hits' would provide Sofia and Juan with information such as the number of visitors to the business's website, the number of visitors who are new or returning to the website and the average time that a visitor spends on the website. This information would allow Sofia and Juan to determine the effectiveness of the website and whether the website leads to increased sales and customer interest in their products and services.

2 marks
Award 1 mark for outlining the type of information provided by 'number of website hits'.
Award 2 marks for outlining how the number of website hits could enable analysis of Vintage Trips' performance.

b. *For example, any one of:*

• Technology can assist a business in improving efficiency and effectiveness. Computer-aided design software streamlines the creation and modification of a product's design; it can generate three-dimensional models of the final product. Sofia and Juan could use this software before they start refurbishing a caravan to ensure that details such as scale and layout are correct. This would save time and money as there is less room for error and materials are not wasted. However, Sofia and Juan would need to compare the costs required for obtaining and implementing this software with the potential savings. This is important as the business is still small.

• Technology can assist a business in improving efficiency and effectiveness. Sofia and Juan could use artificial intelligence (AI) to perform tasks that are normally conducted by humans. They could make use of a chatbot on the website to respond to customer queries at any time and to collect customer data. This would save Sofia time and allow her to focus on other areas of the business. However, using AI has disadvantages. There may be ethical and security issues concerning privacy and the risk of cyber attacks. Both business information and the personal information of customers and employees could be compromised. Additionally, customers may not be happy or comfortable interacting with a chatbot. They may feel that a chatbot provides a limited range of responses and information, and so is unable to assist with issues. Sofia and Juan would need to consider security and customer satisfaction before implementing AI in the business.

4 marks
Award 1 mark for outlining one technological development.
*Award 2 marks for outlining one technological development **and** identifying one strength and one limitation of the development in relation to improving business operations.*
*Award 3 marks for outlining one technological development **and** discussing one strength and one limitation of the development in relation to improving business operations.*
*Award 4 marks for outlining one technological development **and** discussing one strength and one limitation of the development in relation to improving Vintage Trips' business operations.*
Note: Other acceptable technological developments include automation, robotics, online services, websites and e-commerce.

c.   *For example:*

Innovation refers to when a business or those in a business 'think outside the square' and look at possibilities for expansion or new business ideas. It is a strategy that uses creative thinking to find new and more effective ways of managing a business's structure, processes, jobs and policies in order to improve profit, sales or efficiency.

Sofia and Juan could use innovation to expand their existing business. They have found a niche in the market and have a strong customer base. They could consider establishing a complementary business that appeals to their existing customer base, such as a cafe or small supermarket selling local goods where customers can purchase food before their trips.

Additionally, if Sofia and Juan decided to sell the business, they could find new opportunities to use their skills in a different business, such as offering tailored guided tours of regional Victoria.

3 marks
Award 1 mark for explaining innovation as a management strategy.
Award 2 marks for explaining innovation as a management strategy and proposing and justifying one way that Sofia and Juan could use innovation to seek new business opportunities.
Award 3 marks for explaining innovation as a management strategy and proposing and justifying two ways that Sofia and Juan could use innovation to seek new business opportunities.
Note: Accept other suitable examples of innovation.

d.   *For example:*

If Sofia and Juan were to sell the business, the suppliers that they use to refurbish the caravans could lose revenue. This is because they may not receive the same orders and workflow that they have received to date or the new owners may not use them as suppliers. Alternatively, suppliers could find that the new business owners want to refurbish more caravans and may be able to increase their prices and gain more work due to a possible expansion.

Existing customers may notice a difference in the service or options available and may decide not to hire caravans from the business again. They would be inconvenienced because they would need to seek a different business from which to hire caravans, which may not be as unique as the Vintage Trip caravans. If the new owners want to increase business, they may decide to offer special rates to existing customers to ensure they continue to use the services offered. In this case, the customers may be able to save money, and the new owners may be able to retain loyal customers.

4 marks
Award 1 mark for identifying one Vintage Trips stakeholder.
Award 2 marks for identifying two Vintage Trips stakeholders or identifying one Vintage Trips stakeholder and explaining one possible impact that they could experience.
Award 3 marks for identifying two Vintage Trips stakeholders and explaining one possible impact that one of the stakeholders could experience.
Award 4 marks for identifying two Vintage Trip stakeholders and explaining one possible impact for each stakeholder.
Note: Impacts may be positive or negative. Other acceptable stakeholders include owners, competitors and the general community. Responses that refer to shareholders and/or employees should not be awarded full marks as they are not relevant to Vintage Trips, which is a partnership.

Question 3 (14 marks)

a.   A proactive approach to change refers to when a business makes a change before a problem or challenge arises. When a business takes a proactive approach to a change in business structure, processes, policies, the workplace or employees, it is able to take advantage of new situations and opportunities, and address potential threats or problems before they arise. Additionally, businesses that take this approach try to minimise the adverse impact of change.

On the other hand, a business that takes a reactive approach to change is one that responds to a change that affects the business (for example, a competitor implementing new technology to increase productivity) after it has occurred. This may result in a business investing time and money trying to catch up with their competitor, and making complex decisions in a short period of time, meaning that not all consequences are considered.

If a business takes a proactive approach rather than a reactive approach to change, it is more likely to successfully manage the change process, take opportunities to grow the business and stay ahead of its competitors.

3 marks
*Award 1 mark for explaining a proactive **or** reactive approach to change.*
*Award 2 marks for explaining proactive **and** reactive approaches to change.*
Award 3 marks for distinguishing between proactive and reactive
approaches to change.

b.   *For example:*

According to Maslow's theory, individuals have a range of needs and the hierarchy of these needs is based on their importance. At the bottom of the hierarchy are physiological needs such as food, water and shelter. The next level is the need for safety, which can include job security. This is followed by social needs, which can include relationships at work with colleagues and a sense of belonging, and then esteem needs, which can include autonomy and achievement at work. At the top of the hierarchy is self-actualisation, which can include an individual's need to achieve their potential and have opportunities for future growth, development and promotion.

Maslow's hierarchy can assist the management of Dinner in a Minute to motivate employees. If management can determine where an employee is on the hierarchy, then they can put actions and strategies in place to support the employee. By providing opportunities and resources, management can support employees to move through the hierarchy and stay motivated.

For example, if many employees enjoy the social relationships and connections made at work, then management can arrange for employees to work in teams and ensure that there are activities that allow employees to connect. This will assist employees with building relationships with their colleagues, which may motivate them to work effectively.

There may also be employees at Dinner in a Minute at the top of the hierarchy who want to be challenged and grow their skills and careers. Management can provide these employees with more challenging tasks, training and development.

5 marks
Award 1 mark for explaining the key principles of one motivation theory.
Award 2–3 marks for explaining the key principles of one motivation
*theory **and** providing a limited discussion of how the theory could assist*
a business to motivate employees.
*Award 4–5 marks for explaining the key principles of one motivation theory **and***
discussing how the theory could assist Dinner in a Minute to motivate employees.
Note: Other acceptable motivation theories are Goal Setting Theory
(Locke and Latham) and Four Drive Theory (Lawrence and Nohria).

c. *For example:*

One motivation strategy that Dinner in a Minute could implement to motivate and retain employees is career advancement. Career advancement is a deliberate strategy to promote employees to positions that involve more responsibility or authority.

One advantage of career advancement is that it will allow Dinner in a Minute's employees to be recognised for their level of experience and contribution to the business. One disadvantage is that an employee may perform well in one role and be promoted but not have the skills required for the role that they are promoted to, particularly if it is significantly more complex than their original role. If they cannot develop the necessary skills or complete the required tasks, then it may mean that the employee is ineffective in the role.

Career advancement will affect both short- and long-term employee motivation. In the short term, it can provide Dinner in a Minute's employees with the chance to take on and learn new tasks to develop their skills and confidence. They may also receive higher remuneration. In the long term, career advancement may help Dinner in a Minute to retain its employees as there will be an awareness among employees that there are opportunities for growth within the business. It signals to employees that they can have a satisfying and long-term career with the business.

Overall, given that career advancement will ensure the short- and long-term motivation of Dinner in a Minute's employees, it would be a highly effective strategy for the business to implement.

6 marks
Award 1 mark for identifying one motivation strategy.
Award 2 marks for explaining one motivation strategy.
*Award 3 marks for explaining one motivation strategy **and** one advantage or disadvantage of the strategy.*
*Award 4 marks for explaining one motivation strategy **and** one advantage and disadvantage of the strategy.*
*Award 5 marks for explaining one motivation strategy **and** one advantage and disadvantage of the strategy **and** the strategy's effect on the short- and long-term motivation of Dinner in a Minute's employees.*
*Award 6 marks for explaining one motivation strategy **and** one advantage and disadvantage of the strategy **and** the strategy's effect on the short- and long-term motivation of Dinner in a Minute's employees **and** making an overall judgement of the strategy.*
Note: Other acceptable motivation strategies include investment in training, performance-related pay, support strategies and sanctions strategies.

Question 4 (4 marks)

Managers can be both a driving and restraining force for change. If managers believe that a change should occur and can see the benefits of a change, then they will support it. They can also convince others to support and implement a change as they are in direct contact with many stakeholders. However, managers can also be a restraining force. If a business cannot obtain the support of managers for a proposed change, it is unlikely that the change will be successful. Managers can block any changes that they do not agree with. For example, a manager may block a change because they can see issues with the proposal or feel that they do not have the skills required to implement it. As they can influence other stakeholders, managers can also persuade them not to support change implementation.

Employees can also be both a driving and restraining force for change. It is often the roles and tasks of employees that are affected by change. Thus, if employees see the need for a change – such as the implementation of a solution to an ongoing issue – and support the change, then it is likely to succeed. Just as employees can drive change in a business, they can also prevent it. If employees can see issues with a proposed change, have not been consulted or have concerns (for example, job loss, increased workload or drastic role change), then they are likely to block or hinder any changes. If employees resist a change that is being implemented, it is unlikely that the change will be successful in the long term. Employees may be willing to make some adjustments for the change but, over time, they may return to their previous practices if they cannot see the value of the change.

4 marks
Award 1 mark for describing how managers can be a driving force.
Award 2 marks for describing how managers can be both a driving and restraining force.
*Award 3 marks for describing how managers can be both a driving and restraining force **and** how employees can be a driving force.*
*Award 4 marks for describing how managers can be both a driving and restraining force **and** how employees can be both a driving and restraining force.*

Question 5 (4 marks)

For example:

Lewin's Three-step Change Model can be used to understand and manage organisational change in a business.

The first principle, or step, of the model is unfreezing the current situation or status quo. It is essential for a business to do this because it prepares the business for the change that is coming. During this step, it is important that customers, suppliers, employees and managers unlearn their behaviour and practices so that they can move to the new situation. In 2023, Netflix changed its policy about how customers could share their account access on multiple devices. Netflix implemented this in response to decreasing sales and profit due to an increase in the number of competitors in the streaming market. Netflix first informed staff about the change. They then informed customers – who were the stakeholders directly affected by the change – via email and other communication channels, outlining the reasons for the change.

The second step in the model is changing, which involves moving to the new situation or position. This means putting in place processes to implement the change and providing communication and support to allow the change to occur. Netflix gave customers a timeframe within which to update their details and purchase a different subscription if they wished to have more than the maximum number of devices allowed on their existing subscription. Once the deadline passed, any additional devices were blocked from customers' Netflix accounts. The timeframe allowed customers to consider whether they wanted to continue their subscription, change it or cancel it.

4 marks
Award 1 mark for explaining one step of the model.
Award 2 marks for explaining two steps of the model.
*Award 3 marks for explaining two steps of the model **and** making one relevant reference to a contemporary business.*
*Award 4 marks for explaining two steps of the model **and** making two relevant references to a contemporary business.*
Note: The third step is refreezing. Responses can refer to any two of the model's three steps and any relevant contemporary business.

Section B – Case study

Question 1 (6 marks)

It is important that the quality of a product is excellent and consistent. This can be achieved by using quality control and quality assurance. Both are management strategies that can be implemented to improve the efficiency and effectiveness of a business's operations in terms of quality. However, quality control is reactive and involves the inspection and testing of manufactured products to check for any defects, whereas quality assurance is proactive and refers to the measures and procedures implemented to ensure that processes and products meet set standards.

Ready to Run could use quality control to maintain the high quality of its products and services. Quality control at Ready to Run would involve checking samples of the clothes produced to ensure that they are without defects. It may also include checks on customer service; for example, the business may conduct a customer survey or use mystery shoppers to gain insight into the standard of customer service. If the business can do this, it may be able to eliminate defects as they occur.

Quality assurance would also ensure that Ready to Run's product quality and customer service are of a high standard. Quality assurance would require Ready to Run to seek external accreditation and gain the certification to indicate that it meets the standards set by the accreditation body; it would also involve employee training to ensure that the standards are always met. It would provide customers with the knowledge that the business meets high standards. This would assist Ready to Run in addressing issues relating to quality and reduce customer and employee concerns.

6 marks
*Award 1 mark for explaining quality control **or** quality assurance.*
Award 2 marks for comparing quality control and quality assurance.
Award 3 marks for comparing quality control and quality assurance
***and** linking one of these strategies to Ready to Run's operations.*
Award 4 marks for comparing quality control and quality assurance
***and** linking both strategies to Ready to Run's operations.*
*Award 5 marks for comparing quality control and quality assurance **and***
justifying how one of these strategies could improve Ready to Run's operations.
*Award 6 marks for comparing quality control and quality assurance **and***
justifying how both strategies could improve Ready to Run's operations.

Question 2 (9 marks)

a. *For example:*

A manager who practises a persuasive management style makes decisions and then spends time explaining these decisions to employees and other stakeholders, and convincing them that it is the best choice. In this style, communication is generally one way as the manager tells others what is happening and does not seek their feedback or input.

Based on key performance indicators, as well as concerns and issues raised by customers and employees, Zac Rivers' persuasive management style was not appropriate for the implementation of the changes at Ready to Run. The performance of the business has been impacted; the percentage of market share decreased overall from the start of 2022 to the end of 2023. Shareholders have also noticed negative changes in business performance and reputation.

Feedback from employees has not been favourable, with employees at all levels – including management – expressing concerns about product quality and work conditions. This is reflected in the overall increase in the rate of staff absenteeism and level of staff turnover throughout 2022 and 2023.

The business has seen an overall decline in sales revenue. This could be attributed to customer and employee dissatisfaction. Negative customer feedback is evident in the surveys, and the increasing number of customer complaints is reflected in the employees' concerns about the quality of the products and poor customer service due to systems not working properly. Employees feel overwhelmed, which may mean that they are unable to fulfil all orders and assist customers.

Zac Rivers' persuasive management style meant that he did not obtain input and ideas from other stakeholders that may have assisted in better decisions and smoother implementation of the changes and improved the business's performance. If he had been open to feedback and sought out all the expertise in the company, then the business may have avoided or overcome some of the issues that it is experiencing.

6 marks
Award 1 mark for describing one feature of the persuasive management style.
Award 2 marks for describing two features of the persuasive management style.
*Award 3–4 marks for describing two features of the persuasive management style **and** discussing data and information in the case study in relation to the style.*
*Award 5–6 marks for describing two features of the persuasive management style **and** analysing the use of the style for managing the changes implemented at Ready to Run.*
Note: Accept any two features of the persuasive management style.

b.   *For example:*

Zac Rivers' persuasive management style was not appropriate for Ready to Run because of the employees' level of experience of the business. Many of the employees have been with the business for a long period of time – as evidenced by low levels of staff turnover in 2021 and the first six months of 2022 – and would therefore understand their roles and complete their work with minimal supervision. Given their level of experience, knowledge and autonomy, allowing the employees to contribute to decisions, particularly when changes are being introduced, would result in better decisions as the employees would have a deep understanding of the business's day-to-day operations as well as its history. Zac Rivers' persuasive style focuses on convincing stakeholders and explaining why changes are being made; however, this is unnecessary for Ready to Run's employees whose input and expertise may have led to better decisions and more open communication.

3 marks
*Award 1 mark for stating that the persuasive management style
was not appropriate.
Award 2–3 marks for assessing why the persuasive management style
was not appropriate.*

Question 3 (4 marks)

An award is legally binding and sets out the minimum wages and conditions (such as superannuation, leave, penalty rates and allowances) for an occupation or industry. The Fair Work Commission conducts a 4-yearly review of modern awards. Awards are centralised, whereas agreements are decentralised and developed at the enterprise or business level. An agreement can be tailored to meet the needs of a specific business and its employees; it can also cover different occupations rather than being specific to one occupation. An agreement must be registered and ratified by the Fair Work Commission. Although it is more flexible than an award, it cannot have conditions of work that are below the relevant award.

For Ready to Run, an agreement may provide more flexibility for the business and its employees. This may benefit the business as it tries to overcome identified issues and implements further changes. It could also increase staff motivation as employees may feel more valued because the agreement would be specific to the business and tailored towards their needs.

4 marks
*Award 1 mark for explaining the terms award and agreement.
Award 2 marks for distinguishing between an award and an agreement.
Award 3 marks for distinguishing between an award and an agreement
and outlining one effect that an agreement would have on Ready to Run.
Award 4 marks for distinguishing between an award and an agreement
and outlining at least two effects that an agreement would have
on Ready to Run.*

Question 4 (10 marks)

Employee motivation and corporate culture are pivotal factors influencing Ready to Run's business performance. The shareholders have an interest in the business and, as there are only 25 of them, they can closely monitor the business's performance. There are a number of strategies that Ready to Run could implement to improve motivation and develop its corporate culture, as well as management strategies to ensure that the business performs successfully.

One strategy that Ready to Run could implement to improve motivation and develop corporate culture is to ensure that there is employee empowerment so that all employees are included in decisions and feel that they are a valued part of the business. There may have been insufficient communication and empowerment of employees when the changes were considered and implemented, meaning that they had little or no input. Employee and manager feedback indicates that the employees do not feel appreciated, believe they are taken for granted and are working hard for no recognition or reward. This would have a negative impact on the business's corporate culture. By recognising employees and their work, and providing them with the opportunity to be involved in decision making, Ready to Run could empower and motivate its employees and develop a positive corporate culture.

A second strategy that could be undertaken to address motivation and corporate culture is to provide employees with training and development. Employee Charlie C stated that they are considering leaving Ready to Run. If the business provided support and training, then employees would feel safer and more valued, and would be more likely to stay with the business. By encouraging employees to continuously gain new experience and improve their skills, Ready to Run could help to develop employees' expertise in their current roles and improve their productivity, which may lead to career development. This could result in a corporate culture of growth and excellence as employees would be highly skilled and motivated.

The key performance indicators and feedback from stakeholder surveys and focus groups show that Ready to Run's business performance has declined. Sales and percentage of market share have decreased, and the business's employees and managers have stated that there is a lack of leadership, vision, consultation and communication in the business. Additionally, the rate of staff absenteeism has increased. This would have negatively impacted productivity as well as sales and market share, and may be indicative of employees' negative feelings towards the work. One management strategy that Ready to Run could implement to address some of the concerns about business performance is to change the management styles used by the managers, particularly the CEO, Zac Rivers. He is known for using a persuasive management style, and there is no indication that he consulted other stakeholders before deciding to implement his recommended changes. A consultative style would be more appropriate as long-term employees and managers could provide valuable insight into and a more holistic view of the business, which would lead to decisions and changes better suited to the business and a stronger shared vision.

A second management strategy that could improve Ready to Run's performance is innovation. Customer and manager feedback shows that product quality has declined, and customers are unable to access quality service if there is an issue. Although there has been an increase in online store sales, some customers have not been able to complete purchases online due to a website issue; this may eventually lead to decreased online sales. Employees are also dissatisfied as they are regularly faced with customer complaints. Ready to Run could focus on new and innovative ways of ensuring that customers are receiving high-quality products and service. This may involve sourcing new designs and fabrics and expanding the product range. The business could also update its website so that it can take advantage of increased online sales. It could also examine new ways of marketing products online and through social media. This type of innovation would allow Ready to Run access to new markets and increase its market share.

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By addressing employee motivation and corporate culture, Ready to Run will develop a positive and productive environment. A focus on training and empowering employees will ensure that the culture is successful and sustained. The implementation of a change in management style and innovation will also support the business in its pursuit of increased competitiveness and growth.

10 marks
*Award 1 mark for proposing one appropriate strategy for developing corporate culture **or** one appropriate management strategy for responding to key performance indicators.*
*Award 2 marks for proposing one appropriate strategy for developing corporate culture **or** one appropriate management strategy for responding to key performance indicators **and** linking this strategy to Ready to Run.*
*Award 3–4 marks for proposing two appropriate strategies for developing corporate culture **or** two appropriate management strategies for responding to key performance indicators **and** linking these strategies to Ready to Run.*
*Award 5–6 marks for proposing two appropriate strategies for developing corporate culture **and** two appropriate management strategies for responding to key performance indicators **and** linking these strategies to Ready to Run.*
*Award 7–8 marks for proposing and justifying two appropriate strategies for developing corporate culture **and** two appropriate management strategies for responding to key performance indicators **and** linking these strategies to Ready to Run, with use of evidence from the case study.*
*Award 9–10 marks for proposing and justifying two appropriate strategies for developing corporate culture **and** two appropriate management strategies for responding to key performance indicators **and** linking these strategies to Ready to Run, with clear and sophisticated use of evidence from the case study.*
Note: Other acceptable strategies for developing corporate culture include a change in policies, performance management, goal setting and increased communication. Responses must not propose quality as a strategy. Other management strategies include cost cutting, investment in technology, redeployment of resources and staff training.

Question 5 (6 marks)

Ready to Run could use Lewin's Force Field Analysis theory to determine whether outsourcing their call centre is viable. The theory's key principles of weighting, ranking and evaluating a response could assist in this decision.

Weighting would involve Ready to Run identifying the driving and restraining forces associated with outsourcing the call centre and allocating a number to each force. The 1–5 number scale indicates the level of impact that a force would have on the business – 1 being weak impact and 5 being strong impact. For example, the driving forces to implement the change include reduced costs (5); releasing staff to work in other areas of the business, such as in the retail stores (4); and the opportunity for the business to focus on product development to increase its market share (2). The restraining forces include customers being unhappy with the change and preferring to contact a local call centre (4); staff at the new call centre not having an in-depth understanding of the business and therefore being unable to assist customers efficiently or effectively (3); and some existing employees being made redundant (2). The business would then add up the driving and restraining force numbers to determine whether the driving forces or restraining forces are stronger; if the driving forces are stronger, the change is more likely to be successful. In this case, the weighting is in favour of outsourcing the call centre.

Once Ready to Run has completed weighting the identified forces, it would then rank the forces in order from most important for the business to least important. For Ready to Run, the ranking of the identified forces from most important to least important is as follows: the driving force of reduced costs, which may lead to increased profit; the driving force of releasing staff to work in other areas of the business; the restraining force of unhappy customers, which could further harm the business's reputation; the restraining force of new call centre staff lacking an in-depth understanding of the business; the driving force of the chance to innovate and develop new products; and the restraining force of potential job losses. This ranking would enable Ready to Run to prioritise and allocate resources to areas of the business that will support the change.

Ready to Run would then decide to implement a response (that is, outsourcing the call centre) and finally evaluate the response. Evaluating a response means monitoring the response and continuously checking that it is correct and benefits the business. For Ready to Run, the outsourcing of the call centre would be deemed successful if the business sees a decrease in customer complaints, an increase in its market share and an increase in revenue. If these changes are not seen in the key performance indicators, then the business would need to conduct another Force Field Analysis.

6 marks
Award 1 mark for explaining any one principle of weighting, ranking or evaluating a response.
Award 2 marks for explaining any two principles of weighting, ranking or evaluating a response.
Award 3 marks for explaining all three principles of weighting, ranking and evaluating a response.
Award 4 marks for analysing how any two principles of weighting, ranking or evaluating a response could assist Ready to Run's decision making.
*Award 5 marks for analysing how any two principles of weighting, ranking or evaluating a response could assist Ready to Run's decision making **and** attempting to analyse how the third principle could assist.*
Award 6 marks for analysing how all three principles of weighting, ranking and evaluating a response could assist Ready to Run's decision making.