IQM3007 A1 Teacher reference commentary

Business and Accounting, Component 1: Paper 1 - Business, Sample 2026

TEACHER STANDARDISATION | Selected extracts | Subject review required before distribution

These selected synthetic responses support discussion of how to apply the marking guidance. They do not form a complete assessment response. Use the approved question paper and marking scheme alongside this document. Use this proposed commentary after the independent marking exercise. The reference judgements require subject confirmation.

Selected task B1(ii)

S01 gives two clearly separable delegation chains with case-specific evidence and a useful balance of local speed and coordination risk.

Example X

Site managers could buy supplies without waiting for the founder, reducing delays. They know their own site's needs, though sites might buy different items and lose bulk discounts. Fenn needs common rules.

Proposed mark: 6 / 10

Marking explanation: Chain 1: AO1 1/1: the relevant mechanism is identified in "Site managers could buy supplies without waiting for the founder, reducing delays. They know their own site's needs, though sites might buy diffe". AO2 1/1: the chain uses the case detail "Site managers could buy supplies without waiting for the founder, reducing delays. They know their own site's needs". AO3 1/3: one causal link is stated. Chain 2: AO1 1/1: the relevant mechanism is identified in "Site managers could buy supplies without waiting for the founder, reducing delays. They know their own site's needs, though sites might buy diffe". AO2 1/1: the chain uses the case detail "Site managers could buy supplies without waiting for the founder, reducing delays. They know their own site's needs". AO3 1/3: one causal link is stated.

Example Y

Site managers could buy supplies without waiting for the founder. This might reduce delays.

Different sites might buy different things. Fenn needs rules.

Proposed mark: 4 / 10

Marking explanation: Chain 1: AO1 1/1 for the delegation mechanism (site managers buy without waiting); AO2 1/1 for the founder/site purchasing context; AO3 1/3 for the possible reduction in delays. Chain 2: AO1 0/1 because different purchases and rules are noted without explaining local-knowledge or coordination mechanism; AO2 1/1 for differences between sites; AO3 0/3 because no business consequence is developed.

Example Z

Delegating routine purchasing could shorten approval delays. Experienced site managers could order supplies when their site needs them rather than waiting for the founder, who currently approves routine purchases across three factories. This can reduce idle time and help the sites meet output targets, improving delivery reliability as Fenn expands. It would also free the founder's time for the five-year direction. The benefit depends on managers having clear spending limits so local speed does not create uncontrolled costs.

A second effect is that managers can use local knowledge to choose supplies suited to their site's needs. If a site has a particular production bottleneck, its manager may know which purchase would resolve it. Better-fitting inputs could support the design team's rapid customisation and avoid waste. However, separate sites may lose bulk-buying power or choose incompatible supplies. Fenn could set common specifications and purchasing thresholds while still allowing managers to approve routine orders.

Proposed mark: 10 / 10

Marking explanation: Each chain 5/5: AO1 1 for delegation/purchasing mechanism; AO2 1 for experienced managers at three regional sites and current founder bottleneck; AO3 3 for developed operational and expansion consequences. Both chains are distinct and specific.

Selected task C11

S01 distinguishes visible artefacts from underlying assumptions and links each to unpaid overtime, making this useful for demonstrating a full-credit analytic structure.

Example X

An artefact is a visible part of a culture. Sola has a wall display celebrating the fastest dispatch team and the managing director praises fast delivery. Employees see this and may think speed is what the company values most. They could work extra hours to meet the target, even if they are unpaid.

An underlying assumption is a belief people take for granted. Sola's employees believe missing a target is unacceptable even when extra unpaid work is needed. They may feel that doing unpaid work is the normal way to avoid missing the delivery target. This belief could help explain the overtime. The staff inspection found unusually high overtime, although it is not yet clear whether everyone was paid.

Proposed mark: 8 / 8

Marking explanation: Artefact 4/4: identifies the visible display and delivery praise; the response links recognition of speed to extra hours, with a clear unpaid-work consequence. Underlying assumption 4/4: states that missing a target is unacceptable and links this belief to unpaid effort

Example Y

The wall display is an artefact. It shows the fastest team is celebrated. Staff may work extra hours to be fast and win recognition.

An underlying assumption is that missing the delivery target is unacceptable. Employees believe this even when extra work is unpaid, so they may work unpaid hours to meet it.

Proposed mark: 8 / 8

Marking explanation: Artefact 4/4: accurately identifies the visible display (AO1), cites celebration of the fastest team (AO2), and explicitly links recognition to extra work (AO3) to win recognition (developed consequence). Underlying assumption 4/4: names the taken-for-granted belief that missing delivery targets is unacceptable (AO1), supports it with the stated unpaid-work context (AO2), and directly explains that employees may therefore work unpaid hours to meet targets (AO3 link and developed consequence).

Example Z

One level is Sola's artefacts, the visible signs of its culture. The managing director praises fast delivery at meetings and a wall display celebrates the fastest dispatch team. Employees can see which behaviour is publicly rewarded, while overtime and repair requests receive little attention. Those visible signals may lead staff to believe that dispatch speed matters more than sustainable working hours, so they stay late or work extra time without pay to avoid missing targets.

A second level is underlying assumptions: taken-for-granted beliefs that guide behaviour. Employees believe that missing a delivery target is unacceptable even when extra unpaid work is required. That belief makes unpaid extra effort seem like a normal or necessary response rather than a choice to question. The artefacts and management emphasis may reinforce the assumption, but they are distinct levels: the display is observable, while the belief is the deeper meaning employees attach to it. The inspection's finding of unusually high overtime is consistent with this mechanism, although Sola has not yet established whether all workers are paid for it.

Proposed mark: 8 / 8

Marking explanation: Artefacts 4/4 (level 1, evidence 1, causal link 1, developed unpaid-hours consequence 1); underlying assumptions 4/4 on the same allocation. The two culture levels are distinct.

Selected task C12

S01 provides a complete CSR explanation and two contextual chains that show benefit and implementation difficulty without claiming the audit alone proves compliance.

Example X

Corporate social responsibility means a business considers how its decisions affect people and society as well as making profit. This includes looking at the conditions of workers in a contracted workshop.

Independent checks could find out whether workshop staff are paid for overtime. If Sola finds a problem, it can ask the workshop to fix it. The large customer wants evidence of conditions, so reliable checks could help Sola keep the contract and improve its reputation.

A difficulty is that checks and paid training cost money. Training also takes staff time away from deliveries, so Sola may find it harder to meet its fast delivery targets at first. Costs may reduce profit. The company would need to plan training so that orders are still handled.

Proposed mark: 9 / 11

Marking explanation: AO1 2/3: explains social/worker responsibility beyond profit, but does not develop all CSR dimensions. Benefit 4/4: links checks to workshop pay, corrective action and evidence for the retail customer; the contract/reputation consequence is connected. Difficulty 3/4: identifies the cost/time trade-off with fast delivery; a further margin/deadline consequence is present

Example Y

Corporate social responsibility means thinking about the effects of business actions on workers and society as well as profit.

Checks could tell Sola whether the workshop pays overtime. Sola can ask it to correct any problem, and the large retailer may be reassured.

Checks and training cost money and staff time. Paid training could mean less time making deliveries, so the company could miss targets. This could be difficult while it wants fast delivery.

Proposed mark: 8 / 11

Marking explanation: AO1 2/3: defines CSR through worker/societal effects beyond profit, without broader development. Benefit 3/4: AO2 applies checks to workshop overtime; AO3 links finding a problem to correction and retailer reassurance, but does not develop contract protection. Difficulty 3/4: AO2 identifies training/check cost and time; AO3 links less delivery time to missed targets and pressure to maintain fast delivery.

Example Z

Corporate social responsibility is a business's responsibility for the effects of its activities on people, society and the environment, beyond focusing only on immediate profit. It includes considering how contracted workers are treated and taking steps to understand and address harm connected with the business.

One potential benefit is that independent workshop checks could establish whether workers are being paid for the unusually high overtime. If the checks identify a problem, Sola can require corrective action and verify whether it has happened. Paid training could help staff understand working-condition standards and what evidence to gather. Credible findings would also give the large retail customer the evidence it requested, potentially protecting the valuable supply contract and supporting Sola's reputation. This benefit depends on Sola acting on adverse findings rather than treating an audit as proof of good conditions by itself.

A difficulty is the initial cost and time. Sola would need to pay for independent checks and allow training time, while paid training may temporarily reduce the hours available for dispatch. Because the current culture strongly values fast delivery, managers may experience pressure to meet targets while funding these safeguards. Costs could reduce short-term profit or create delivery delays if staffing is not planned. Yet avoiding the checks would leave Sola uncertain about workers' pay and unable to give the customer reliable evidence, so the immediate cost must be considered alongside the risk of an unaddressed problem.

Proposed mark: 11 / 11

Marking explanation: AO1 3/3 for CSR responsibility, social effects and beyond-immediate-profit remit. Benefit 4/4 (case application 1; cause link 1; stakeholder/business consequence 2) and difficulty 4/4 (case application 1; cost/time link 1; margin/dispatch consequence and target-culture interaction 2).