

	<p><b>NB A maximum of 2 marks out of 3 can be awarded if the explanation is as to why the other responses are not correct.</b></p> <p><b>NB Wrong answer to (a) but otherwise logical response, award a maximum of 2 marks.</b></p>	
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Question Number	Answer	Marks
<b>4 (a)</b>	C	1
<b>4 (b)</b>	<p>Empowerment means giving more responsibility for workers to make decisions within a business (1).  This may act as a motivator if the worker believes that his/ her opinion is valued (1).  Some appropriate reference to motivation theories (1).  Bonus systems often encourage workers to perform better but are financial costs to any business (1).  Similarly profit sharing and piece work are also financial costs.</p> <p><b>NB A maximum of 2 marks out of 3 can be awarded if the explanation is as to why the other responses are not correct.</b></p> <p><b>NB Wrong answer to (a) but otherwise logical response, award a maximum of 2 marks.</b></p>	3

Question Number	Answer	Marks
<b>5 (a)</b>	B	1
<b>5 (b)</b>	<p>Variance analysis involves trying to find reasons for the differences between budgeted figures and actual figures (1).  Total budgeted costs £2.5m (1).  Total actual costs £2m (1).  Actual costs are lower than budgeted costs hence the favourable variance of £0.5m. (1)</p> <p><b>NB A maximum of 2 marks out of 3 can be awarded if the explanation is as to why the other responses are not correct.</b></p> <p><b>NB Wrong answer to (a) but otherwise logical response, award a maximum of 2 marks.</b></p>	3

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**Lei Shi**

A red circular graphic with a gradient, appearing as a semi-circle or a partial circle, located to the right of the name 'Lei Shi'.

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