



# Cambridge IGCSE™

---

**ENTERPRISE**

**0454/13**

Paper 1

**October/November 2020**

MARK SCHEME

Maximum Mark: 100

---

**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the October/November 2020 series for most Cambridge IGCSE, Cambridge International A and AS Level and Cambridge Pre-U components, and some Cambridge O Level components.

---

This document consists of **16** printed pages.

**PUBLISHED****Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Question	Answer	Marks	Guidance
1(a)	<p><b>State <u>four</u> enterprise skills</b></p> <p>1 mark per identified skill.</p> <p>Answers might include:</p> <ul style="list-style-type: none"> <li>• leadership</li> <li>• self-confidence</li> <li>• problem-solving</li> <li>• innovation</li> <li>• practical skills</li> <li>• delegation</li> </ul>	4	Accept any answer from section 3.1 of the syllabus or relevant skills. Allow teamwork for team building
1(b)	<p><b>Explain how an entrepreneur that you have studied used <u>two</u> enterprise skills and include the impact of each skill in your answer.</b></p> <p>Each skill should be marked as follows: Application showing how the entrepreneur used the skill. [1] Explanation showing how the skill had an impact. [+1]</p> <p>Example: Richard Branson used problem-solving when he identified an error in the design of his balloon. [1] He kept changing the design until he found one that worked. [+1]</p>	4	AO2 – 2 AO3 – 2 Allow the case study entrepreneurs as examples.

Question	Answer	Marks	Guidance
2(a)	<p><b>Explain <u>one</u> negative effect that enterprises may have on communities.</b></p> <p>Identification of a negative effect [1] Explanation of the negative effect on the community. [+1]</p> <p>Example: Air pollution [1] can cause ill health in the local population. [+1]</p>	2	AO1 – 2

Question	Answer	Marks	Guidance
2(b)(i)	<p><b>Define the term <i>stakeholder</i>.</b></p> <p>Precise definition [2] Imprecise definition showing some understanding. [1]</p> <p>Examples: Individuals, groups, or organisations with an interest [1] in the activities of a business. [1] Someone interested in, or affected by, the enterprise. [1]</p>	2	AO1
2(b)(ii)	<p><b>State <u>one</u> example of an internal stakeholder.</b></p> <p>Examples may include:</p> <ul style="list-style-type: none"> <li>• employees</li> <li>• owners/shareholders/Harry/Thomasine</li> <li>• managers</li> </ul>	1	AO1 Accept a practical example from the case study.
2(b)(iii)	<p><b>State <u>one</u> example of an external stakeholder.</b></p> <p>Examples may include:</p> <ul style="list-style-type: none"> <li>• customers</li> <li>• government</li> <li>• local community</li> <li>• suppliers</li> <li>• lenders/financiers</li> <li>• competition</li> <li>• owners of the café he wanted to buy.</li> </ul>	1	AO1 Accept a practical example from the case study.

Question	Answer	Marks	Guidance
2(c)	<p><b>Explain <u>two</u> types of business organisation that would be suitable for the training café enterprise.</b></p> <p>Identification of <b>any</b> type of business organisation. [1] Explanation showing some development as to why this is suitable for this enterprise. [+1]</p> <p>Suitable answers might include:</p> <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Limited liability company – PLC or Ltd</li> <li>• Cooperative</li> <li>• Social enterprise.</li> </ul> <p>Example: A partnership [1] because there are a few friends who will own the business [+1].</p>	4	<p><b>AO1 – 2</b> <b>AO2 – 2</b></p> <p>Up to <b>two knowledge marks</b> maybe awarded for types of organisation that would not be suitable for this enterprise, such as sole trader or franchise.</p>

Question	Answer	Marks	Guidance
3(a)	<p><b>State <u>two</u> methods of secondary research.</b></p> <p>1 mark per method stated.</p> <p>Answers might include:</p> <ul style="list-style-type: none"> <li>• books</li> <li>• newspaper/magazine articles</li> <li>• internet</li> <li>• trade journals</li> <li>• government statistics</li> <li>• company records and reports</li> </ul>	2	Do not allow – ‘Google it’ for internet.

Question	Answer	Marks	Guidance
3(b)	<p><b>Explain <u>two</u> factors that were considered before choosing the methods of research used in <u>your enterprise project</u>.</b></p> <p>Each factor should be marked as follows:            Factor identified [1]            Explanation showing application to candidate's enterprise [+1]</p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• cost of method</li> <li>• availability of method</li> <li>• suitability for enterprise</li> <li>• target market</li> <li>• time-period/speed to analyse results.</li> </ul> <p>Example:            We had to choose methods that would gather information quickly [1]            because we only had one day to research. [+1]</p>	4	AO1 – 2 AO2 – 2

Question	Answer	Marks	Guidance
3(c)	<p><b>Explain <u>two</u> methods that were used, or could have been used, to retain customers in <u>your enterprise project</u>.</b></p> <p>Each method should be marked as follows:            Method identified [1]            Explanation showing how the method would retain customers. [+1]            Explanation showing application to candidate's enterprise [1]</p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• offering good customer service</li> <li>• dealing with complaints promptly</li> <li>• loyalty rewards/loyalty cards</li> <li>• developing new products</li> </ul> <p>Example:            A loyalty card [1] was given so after 6 cupcakes were purchased the customer gained one free. [1] This encouraged people to but at least 6 cupcakes. [+1]</p>	6	<p><b>AO1 – 2</b>  <b>AO2 – 2</b>  <b>AO3 – 2</b></p> <p>Allow discounts only if it is clearly given to returning customers i.e. practical example of loyalty rewards.</p>

Question	Answer	Marks	Guidance
4(a)	<p><b>Define the term <i>budget</i>.</b></p> <p>Precise definition [2]            Imprecise definition showing some understanding. [1]</p> <p>Examples:            A financial plan for a future period [2]            An amount of money allocated for future expenditure [2]            A financial statement [1] of income and expenditure over time [+1]            The amount of money you can spend. [1]            Limit on the money you can spend [1]</p>	2	<p>Do not accept – amount of money to <b>invest</b> as this is capital.</p> <p>Income and expenditure over time is too vague, as this relates to other documents.</p>



Question	Answer	Marks	Guidance
4(b)	<p><b>Explain <u>one</u> problem that the group could experience by using their personal savings to fund the enterprise.</b></p> <p>Identification of a problem of using savings. [1] Explanation showing why this is a problem for the enterprise/use of case study. [+1]</p> <p>Answers might include:</p> <ul style="list-style-type: none"> <li>• insufficient funds</li> <li>• loss of earned interest on savings</li> <li>• risk of losing the funds</li> <li>• lack of emergency/contingency funds that maybe required in the future</li> <li>• group may argue over who invested the most funds.</li> </ul> <p>Example: There were insufficient funds [1] to purchase the café. [+1]</p>	2	AO2 – 2

Question	Answer	Marks	Guidance
4(c)	<p><b>Analyse <u>two</u> suitable sources of finance that could have been used to set up the training café, other than personal savings.</b></p> <p>Each source should be marked as follows:            Identification of a source of finance [1]            Explanation showing understanding of the financial source [+1]            Application to the Café [1]</p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• family and friends</li> <li>• bank overdrafts</li> <li>• bank loans</li> <li>• leasing</li> <li>• mortgages</li> <li>• charities, social enterprises</li> <li>• grants and subsidies</li> <li>• crowdfunding</li> <li>• selling shares</li> </ul> <p>Example:            A bank loan [1] would allow the group to borrow enough to purchase the existing café [+1] their own funds could be used as a deposit. [1]</p>	<b>6</b>	<p><b>AO1 – 2</b>  <b>AO2 – 2</b>  <b>AO3 – 2</b></p> <p>Do not accept trade credit as this is not a source of finance.</p>

Question	Answer	Marks	Guidance
5(a)	<p><b>State <u>two</u> risks involved in an enterprise.</b></p> <p>1 mark per identified risk.</p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• financial – losing money invested</li> <li>• economic – rising inflation increasing costs</li> <li>• human resources – a lack of vital skills, owners conflicting</li> <li>• health and safety</li> <li>• production</li> <li>• legal issues</li> </ul>	<b>2</b>	<p><b>AO1 – 2</b></p> <p>Credit can be given for two examples from any one section e.g. two financial risks.</p> <p>Not being successful/competition is too vague.</p>
5(b)	<p><b>Describe <u>one</u> method of identifying risks involved in an enterprise.</b></p> <p>Identification of method [1] Development showing how the method works to identify risk [+1].</p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• research</li> <li>• complete SWOT analysis</li> <li>• complete PEST analysis</li> </ul> <p>Example: Completing a SWOT analysis [1] will help the enterprise to see the weaknesses and threats that may affect their operations. [+1]</p>	<b>2</b>	<p><b>AO1 – 2</b></p>

Question	Answer	Marks	Guidance
5(c)	<p><b>Explain how Harry’s attitude to risk was different from Thomasine’s attitude to risk. Use examples from the case study to support your answer.</b></p> <p>Mark each stakeholder as follows: Precise application of correct term for attitude [2] <b>OR</b> Imprecise application of attitude lacking correct term [1] Explanation using example from the case study material showing how they display the attitude to risk identified in each case [+1]</p> <p>Answers may include: Harry – risk-keen [2] <b>OR</b> risk taker/takes more risk [1]</p> <ul style="list-style-type: none"> <li>• was willing to rush into the café</li> <li>• did not want to wait for the research to be completed</li> <li>• was willing to spend above budget</li> </ul> <p>Thomasine – risk reducer (avoider) [2] <b>OR</b> risk-averse/takes less risk [1]</p> <ul style="list-style-type: none"> <li>• wanted to complete more research</li> <li>• did not want to risk spending too much.</li> </ul>	<b>6</b>	<p><b>AO1 – 2</b> <b>AO2 – 2</b> <b>AO3 – 2</b></p> <p>Harry is very risky – give benefit of doubt.</p>

Question	Answer	Marks	Guidance															
6(a)	<p><b>Harry and four friends were planning to set up an enterprise.</b></p> <p><b>Discuss the advantages for the friends of working as a team in their enterprise. Use examples to support your answer.</b></p> <table border="1" data-bbox="327 384 1308 951"> <thead> <tr> <th>Level</th> <th>Description</th> <th>Mark</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>Good analysis consistently applied to the case study Demonstrates good knowledge of concepts</td> <td>8–10</td> </tr> <tr> <td>2</td> <td>Some analysis supported by good application to the case study Demonstrates knowledge of concepts</td> <td>4–7</td> </tr> <tr> <td>1</td> <td>Limited application to the case study Demonstrates knowledge of concepts</td> <td>1–3</td> </tr> <tr> <td>0</td> <td>No creditable response</td> <td>0</td> </tr> </tbody> </table> <p>Note: Examiner guidance for level 2 – maximum 6 marks for good analysis with limited application.</p> <p>The grade descriptions describe performance at the top of the band.</p>	Level	Description	Mark	3	Good analysis consistently applied to the case study Demonstrates good knowledge of concepts	8–10	2	Some analysis supported by good application to the case study Demonstrates knowledge of concepts	4–7	1	Limited application to the case study Demonstrates knowledge of concepts	1–3	0	No creditable response	0	10	<p><b>Knowledge might include:</b></p> <ul style="list-style-type: none"> <li>• Sharing the workload – allows more work to be completed</li> <li>• More people to offer advice/discuss issues with – so better decision making</li> <li>• Greater variety of skills – so can specialise</li> <li>• Each person provides some finance – reduced need for external sources.</li> </ul> <p><b>Application could include:</b></p> <ul style="list-style-type: none"> <li>• Harry and four friends/five friends</li> <li>• Harry researched skills and qualifications</li> <li>• Thomasine researched the costs</li> <li>• The rest of the group would identify the number of local competitors, potential customers, people to work in the café, impact on stakeholders</li> <li>• Numbers from Fig.1</li> <li>• Invest \$500 each</li> <li>• Some of the friends were unwilling to buy the café so quickly.</li> </ul>
Level	Description	Mark																
3	Good analysis consistently applied to the case study Demonstrates good knowledge of concepts	8–10																
2	Some analysis supported by good application to the case study Demonstrates knowledge of concepts	4–7																
1	Limited application to the case study Demonstrates knowledge of concepts	1–3																
0	No creditable response	0																

Question	Answer	Marks	Guidance																		
6(b)	<p><b>The group decided not to buy this café but Harry thought that this was the wrong decision.</b></p> <p><b>Evaluate whether it was the <u>best</u> decision for the training café enterprise not to buy this café.</b></p> <table border="1" data-bbox="327 419 1308 1050"> <thead> <tr> <th>Level</th> <th>Description</th> <th>Mark</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>Clear reasoned evaluation is present Good analysis applied consistently to the case study Demonstrates good knowledge of relevant concepts</td> <td>12–15</td> </tr> <tr> <td>3</td> <td>Good analysis applied consistently to the case study is leading to evaluation Demonstrates knowledge of relevant concepts</td> <td>8–11</td> </tr> <tr> <td>2</td> <td>Some application to the case study supported by some analysis Demonstrates knowledge of relevant concepts</td> <td>4–7</td> </tr> <tr> <td>1</td> <td>Limited application to the case study Demonstrates some knowledge of relevant concepts</td> <td>1–3</td> </tr> <tr> <td>0</td> <td>No creditable response</td> <td>0</td> </tr> </tbody> </table> <p>Note: Examiner guidance for level 2 – maximum 6 marks for good analysis with limited application.</p> <p>Note: Examiner guidance for level 3 – use judgement when awarding AO3 as both analysis and evaluation are covered by this AO.</p> <p>The grade descriptions describe performance at the top of the band.</p>	Level	Description	Mark	4	Clear reasoned evaluation is present Good analysis applied consistently to the case study Demonstrates good knowledge of relevant concepts	12–15	3	Good analysis applied consistently to the case study is leading to evaluation Demonstrates knowledge of relevant concepts	8–11	2	Some application to the case study supported by some analysis Demonstrates knowledge of relevant concepts	4–7	1	Limited application to the case study Demonstrates some knowledge of relevant concepts	1–3	0	No creditable response	0	15	<p><b>Answers might include:</b></p> <p><b>Negative of café:</b></p> <ul style="list-style-type: none"> <li>• Cost was more than budget</li> <li>• Already had established customers who may object to the changes</li> <li>• May not be the best area for the training café</li> <li>• The other group members did not want to buy it.</li> </ul> <p><b>Positives for café:</b></p> <ul style="list-style-type: none"> <li>• Established customer base</li> <li>• Reduced set up costs such as decorating and buying equipment</li> <li>• Break-even faster</li> <li>• May reduce the risks.</li> </ul>
Level	Description	Mark																			
4	Clear reasoned evaluation is present Good analysis applied consistently to the case study Demonstrates good knowledge of relevant concepts	12–15																			
3	Good analysis applied consistently to the case study is leading to evaluation Demonstrates knowledge of relevant concepts	8–11																			
2	Some application to the case study supported by some analysis Demonstrates knowledge of relevant concepts	4–7																			
1	Limited application to the case study Demonstrates some knowledge of relevant concepts	1–3																			
0	No creditable response	0																			

Question	Answer	Marks	Guidance															
7(a)	<p><b>Discuss <u>two</u> actions that you could have taken which would have improved the effectiveness of negotiation in your enterprise project. Use examples to support your answer.</b></p> <table border="1" data-bbox="324 352 1308 951"> <thead> <tr> <th data-bbox="324 352 443 416">Level</th> <th data-bbox="443 352 1196 416">Description</th> <th data-bbox="1196 352 1308 416">Mark</th> </tr> </thead> <tbody> <tr> <td data-bbox="324 416 443 584">3</td> <td data-bbox="443 416 1196 584">           Good analysis consistently applied to their own enterprise experience             Demonstrates good knowledge of concepts         </td> <td data-bbox="1196 416 1308 584">8–10</td> </tr> <tr> <td data-bbox="324 584 443 751">2</td> <td data-bbox="443 584 1196 751">           Some analysis supported by good application to their own enterprise experience             Demonstrates knowledge of concepts         </td> <td data-bbox="1196 584 1308 751">4–7</td> </tr> <tr> <td data-bbox="324 751 443 884">1</td> <td data-bbox="443 751 1196 884">           Limited application to their own enterprise experience             Demonstrates knowledge of concepts         </td> <td data-bbox="1196 751 1308 884">1–3</td> </tr> <tr> <td data-bbox="324 884 443 951">0</td> <td data-bbox="443 884 1196 951">No creditable response</td> <td data-bbox="1196 884 1308 951">0</td> </tr> </tbody> </table> <p data-bbox="324 951 1308 1018">Note: Examiner guidance for level 2 – maximum 6 marks for good analysis with limited application.</p> <p data-bbox="324 1050 1308 1096">The grade descriptions describe performance at the top of the band.</p>	Level	Description	Mark	3	Good analysis consistently applied to their own enterprise experience  Demonstrates good knowledge of concepts	8–10	2	Some analysis supported by good application to their own enterprise experience  Demonstrates knowledge of concepts	4–7	1	Limited application to their own enterprise experience  Demonstrates knowledge of concepts	1–3	0	No creditable response	0	10	<p><b>Answers may include:</b></p> <ul data-bbox="1525 252 2051 600" style="list-style-type: none"> <li>• Research into the opponents view/having information available</li> <li>• Research into competitors/other suppliers' price and products</li> <li>• Organising what was to be said</li> <li>• Organising who would say what</li> <li>• Choosing a better location for the negotiation</li> <li>• Being prepared with what we would accept.</li> </ul>
Level	Description	Mark																
3	Good analysis consistently applied to their own enterprise experience  Demonstrates good knowledge of concepts	8–10																
2	Some analysis supported by good application to their own enterprise experience  Demonstrates knowledge of concepts	4–7																
1	Limited application to their own enterprise experience  Demonstrates knowledge of concepts	1–3																
0	No creditable response	0																

Question	Answer	Marks	Guidance																		
7(b)	<p><b>Harry and his group produced both an action plan and a business plan before starting their enterprise.</b></p> <p><b>Evaluate the importance of your action plan to the success of <u>your enterprise project</u>.</b></p> <table border="1" data-bbox="327 419 1308 1050"> <thead> <tr> <th data-bbox="327 419 443 485">Level</th> <th data-bbox="443 419 1196 485">Description</th> <th data-bbox="1196 419 1308 485">Mark</th> </tr> </thead> <tbody> <tr> <td data-bbox="327 485 443 619">4</td> <td data-bbox="443 485 1196 619">Clear reasoned evaluation is present Good analysis applied consistently to their enterprise Demonstrates good knowledge of relevant concepts</td> <td data-bbox="1196 485 1308 619">12–15</td> </tr> <tr> <td data-bbox="327 619 443 753">3</td> <td data-bbox="443 619 1196 753">Good analysis applied consistently to their enterprise is leading to evaluation Demonstrates knowledge of relevant concepts</td> <td data-bbox="1196 619 1308 753">8–11</td> </tr> <tr> <td data-bbox="327 753 443 887">2</td> <td data-bbox="443 753 1196 887">Some application to their enterprise supported by some analysis Demonstrates knowledge of relevant concepts</td> <td data-bbox="1196 753 1308 887">4–7</td> </tr> <tr> <td data-bbox="327 887 443 989">1</td> <td data-bbox="443 887 1196 989">Limited application to their enterprise Demonstrates some knowledge of relevant concepts</td> <td data-bbox="1196 887 1308 989">1–3</td> </tr> <tr> <td data-bbox="327 989 443 1050">0</td> <td data-bbox="443 989 1196 1050">No creditable response</td> <td data-bbox="1196 989 1308 1050">0</td> </tr> </tbody> </table> <p data-bbox="327 1086 1290 1150">Note: Examiner guidance for level 2 – maximum 6 marks for good analysis with limited application.</p> <p data-bbox="327 1187 1218 1251">Note: Examiner guidance for level 3 – use judgement when awarding AO3 as both analysis and evaluation are covered by this AO.</p> <p data-bbox="327 1287 1205 1319">The grade descriptions describe performance at the top of the band.</p>	Level	Description	Mark	4	Clear reasoned evaluation is present Good analysis applied consistently to their enterprise Demonstrates good knowledge of relevant concepts	12–15	3	Good analysis applied consistently to their enterprise is leading to evaluation Demonstrates knowledge of relevant concepts	8–11	2	Some application to their enterprise supported by some analysis Demonstrates knowledge of relevant concepts	4–7	1	Limited application to their enterprise Demonstrates some knowledge of relevant concepts	1–3	0	No creditable response	0	15	<p><b>Knowledge might include:</b></p> <ul data-bbox="1529 252 2085 600" style="list-style-type: none"> <li>• Better understanding of what needs to be done</li> <li>• Identifies the key stages of a project</li> <li>• Avoids wasting time and effort</li> <li>• Identifies potential obstacles and issues to be resolved</li> <li>• Keep track of who is responsible for what and when</li> <li>• Acts as a checklist to monitor progress.</li> </ul>
Level	Description	Mark																			
4	Clear reasoned evaluation is present Good analysis applied consistently to their enterprise Demonstrates good knowledge of relevant concepts	12–15																			
3	Good analysis applied consistently to their enterprise is leading to evaluation Demonstrates knowledge of relevant concepts	8–11																			
2	Some application to their enterprise supported by some analysis Demonstrates knowledge of relevant concepts	4–7																			
1	Limited application to their enterprise Demonstrates some knowledge of relevant concepts	1–3																			
0	No creditable response	0																			