This paper is answered on an unseen case study, and most lost marks are a definition that was not precise or a point that was never linked to the business in front of you. Everything below is from Cambridge's own examiner reports. 本科基于案例作答，失分多在定义不准或没有结合案例。

Across every question

✗ Writing a correct general answer that never mentions the business in the case.

✓ **Use its name, its numbers and its situation: 'JB's 30% rise in output means...'**

The single most repeated message across all fifteen reports: this paper requires knowledge applied to the unseen case, and application marks are lost without it.

必须结合案例作答 ER 15 sessions P1

✗ Defining a term loosely and hoping the meaning is clear.

✓ **Be precise. It need not be the coursebook wording, but the meaning must be exact.**

Raised in four separate reports. Imprecise definitions are the commonest lost mark on part (a) questions.

定义要精确 ER 4 sessions P1

✗ Writing the same length of answer for a 2-mark and a 6-mark question.

✓ **Check the marks first: 2 marks is a definition, 6 marks needs developed explanation.**

Raised in seven sessions – the marks tell you how much developed explanation is expected.

看分值决定展开程度 ER 7 sessions P1

✗ Making a point and stopping – 'this will reduce costs'.

✓ **Link the chain: lower costs, so a lower price, so higher sales for this firm.**

Examiners require a linked chain of reasoning, and both the positive and the negative consequence where the question asks for both.

要写出连贯的因果链 ER 2 sessions P2

✗ Ending a 'recommend' question with both sides and no decision.

✓ **Choose, and justify the choice with the case evidence.**

Examiners state it is important to offer a decision based on the analysis – several questions on the paper require one.

推荐题必须给结论 ER 2 sessions P2

✗ Giving two benefits that are the same point in different words.

✓ **Make the second benefit genuinely different from the first.**

Named as a common mistake: repeating the same point for both benefits earns one mark, not two.

两点不能重复 ER 2 sessions P2

✗ Repeating the term inside your own definition – 'a sole trader is a trader who is sole'.

✓ **Define it in different words: one person owns and runs the business and keeps all the**

profit.

Examiners record repeating the term as a common mistake in several definition questions.

定义不能重复被定义词 ER 3 sessions P1

✗ Naming an ADVANTAGE where the question asked for a FEATURE.

✓ **A feature is what the thing IS; an advantage is what it does for you.**

Named as a common mistake in a public-limited-company question that was otherwise well answered.

特征 ≠ 优点 ER Jun24 P22

■ Every part of the syllabus is assessed at some stage. Examiners remind centres of this in two separate reports.

整个大纲都会考 ER 2 sessions P1

1 · Understanding business activity 理解商业活动

✗ Defining a business sector by describing one business in it.

✓ **A sector is a GROUP of businesses doing similar work – primary, secondary or tertiary.**

Examiners record confusion between the sector and an individual business as the common error.

产业是一类企业的总称 ER Jun24 P12

✗ Defining a social enterprise as a charity, or not attempting the definition at all.

✓ **A business with social objectives alongside financial ones, reinvesting most of its profit in those aims.**

Examiners found candidates struggled to define it, and record confusion with other organisation types.

社会企业有社会目标也有盈利 ER Nov24 P12

✗ Saying limited liability means the company has a separate legal identity, and stopping.

✓ **It means the SHAREHOLDERS can lose only what they invested, not their personal assets.**

Examiners record candidates confusing shareholders with the company, and treating the legal identity as the whole answer.

有限责任保护的是股东 ER Jun23 P12

2 · People in business 企业中的人

✗ Listing features of effective communication where the question asked for its BENEFITS.

✓ **Give the benefit: fewer mistakes, faster decisions, better motivation.**

Named as the common mistake in a question examiners describe as poorly answered.

问好处就写好处 ER 2 sessions P2

✗ Naming a legal control on employment without saying what it protects.

✓ **Be specific: protection against unfair dismissal, a minimum wage, protection against discrimination.**

Examiners describe the strong answers as giving named, specific controls.

法律保护要写具体内容 ER Jun24 P22

3 · Marketing 市场营销

✗ Defining market share as 'how much of the market a business has'.

✓ **The firm's sales as a percentage of total market sales, by value or by number of customers.**

Examiners describe the better responses as knowing it concerns the value of sales or the number of customers.

市场份额是销售额占比 ER Jun24 P12

✗ Confusing brand image with the brand name or the logo.

✓ **Brand image is what customers BELIEVE about the brand; the name and logo are how they recognise it.**

Named directly as the common error in a definition candidates struggled with.

品牌形象是顾客的印象 ER Nov23 P12

✗ Defining competitive pricing as 'prices lower than competitors'.

✓ **Prices set IN LINE with competitors' prices.**

Examiners state that 'lower than competitors' was too vague to be credited.

竞争定价是与对手持平 ER Jun23 P12

3 · Marketing 市场营销

✗ Answering 'the roles of marketing' with the four Ps.

✓ **The four Ps are the marketing MIX. The roles are identifying customer needs, informing, persuading and building loyalty.**

Examiners record this confusion directly, and note the stronger responses recognised the question was generic.

营销职能 ≠ 营销组合 ER Jun23 P22

✗ Explaining segmentation only as 'aiming at a target group'.

✓ **Add why it helps: a focused product, a price that group will pay, advertising that reaches them and less waste.**

Examiners note the recognition was common but the reasons – lower advertising cost, a higher price, a gap in the market – were not.

细分要说明带来的好处 ER 2 sessions P2

4 · Operations management 运营管理

✗ Confusing MAKING a product with DEVELOPING one.

✓ **Development is the research, prototypes and testing before production begins – and it costs money before any is earned.**

Examiners describe the better answers as making exactly this distinction explicit.

研发在生产之前 ER Nov24 P22

✗ Explaining specialisation only through skilled workers.

✓ **Add the other consequences: faster output, lower unit cost, but boredom and dependence**

on one worker.

Examiners note candidates focusing exclusively on the skilled-worker benefit.

专业化的利弊都要写 ER 2 sessions P2

5 · Financial information and decisions 财务信息与决策

✗ Answering ‘why might a cash-flow problem occur’ by defining a cash-flow problem.

✓ **Give reasons: late payment by customers, too much stock, overtrading, a fall in sales.**

Named as a common error – the definition was given where causes were asked for.

问原因不要写定义 ER Jun24 P22

✗ Attempting a break-even question without the formula.

✓ **Learn it: break-even output = fixed costs ÷ contribution per unit.**

Examiners state those who had learned the formula earned maximum marks – it is a small, fixed thing to memorise.

盈亏平衡公式要背 ER 2 sessions P2

✗ Confusing a shareholder’s dividend with the shareholder.

✓ **A shareholder is a part-owner; a dividend is the share of profit they receive.**

Examiners record strong understanding of shareholders alongside confusion with dividends in the same question.

股东与股息不同 ER Jun23 P22

6 · External influences on business activity 影响商业活动的外部因素

✗ Rewording ‘external costs’ as ‘costs outside the business’ and stopping.

✓ **Costs of an activity paid by third parties who are not involved in it – pollution, congestion, noise.**

Examiners record the rewording as a common error where candidates were unfamiliar with the concept.

外部成本由第三方承担 ER Jun24 P22

✗ Confusing cash flow with profit.

✓ **Cash flow is money in and out over time; profit is revenue minus costs for a period.**

Examiners describe cash flow as a continuing difficulty, with some candidates not attempting the question at all.

现金流 ≠ 利润 ER 2 sessions P2

✗ Saying an appreciation of the exchange rate makes imports more expensive.

✓ **A stronger currency makes IMPORTS CHEAPER and exports dearer.**

Examiners name this as an area of misunderstanding among weaker candidates.

本币升值 → 进口变便宜 ER Nov24 P22

- Use the information in the stem for parts (c) and (d). Examiners record application marks being missed simply because the case material was never quoted.

(c)(d) 要引用材料 ER 3 sessions P2

Calculations

✗ Giving a calculated answer with no working.

✓ **Write the formula, substitute, then answer – with the unit or percentage sign.**

Method marks are available even when the arithmetic slips, but only if the method is visible.

计算要写公式和过程 ER 3 sessions P2

✗ Skipping a numerical question because it looks time-consuming.

✓ **Attempt it – the formulae assessed are a short list.**

Examiners describe these questions as an opportunity to use numeracy skills, with full marks going to those who had learned the formula.

计算题不要跳过 ER 2 sessions P2

✗ Rounding a money answer to a whole number when the data has decimals.

✓ **Match the precision of the figures the case gives you.**

The accuracy is part of the answer where the case supplies exact amounts.

精度与题目数据一致 ER 2 sessions P2