

Mark Scheme (Results)

Summer 2013

GCSE Business

Unit 4: Business Communications

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General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.
- Mark schemes will indicate within the table where, and which strands of QWC, are being assessed. The strands are as follows:
 - i) ensure that text is legible and that spelling, punctuation and grammar are accurate so that meaning is clear*
 - ii) select and use a form and style of writing appropriate to purpose and to complex subject matter*
 - iii) organise information clearly and coherently, using specialist vocabulary when appropriate.*

Section A:

Question Number	Answer	Mark
1(a) AO1=1	C	(1)

Question Number	Answer	Mark
1(b) AO1=1	<p>1 mark for the identification of any type of oral communication.</p> <p>Possible answers include:</p> <ul style="list-style-type: none"> • Face-to-face meetings • Telephone calls • Appraisals • Annual general meetings (AGMs) • Meetings 	(1)

Question Number	Answer	Mark
1(c) AO1=1 AO3=2	<p>For 3 marks, there will be one benefit identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc.</p> <p>Possible benefits include:</p> <ul style="list-style-type: none"> • To identify topics in advance. • Will help people to prepare in advance of the meeting. • Helps to keep meeting focused on the important issues. • Will help save time during the meeting. <p>E.g. Agendas for meetings identify the topics which are to be discussed (1 mark). This will allow those attending to be aware of the topics (1 mark), which will help to promote decision making during the meeting (1 mark).</p> <p>This answer would gain three marks since there are at least two relevant, linked points made, following the identification of a valid benefit.</p>	(3)

Question Number	Answer	Mark
1(d) AO1=1 AO3=2	<p>For 3 marks, there will be one benefit identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc.</p> <p>Possible benefits include:</p> <ul style="list-style-type: none"> • It is recognisable to customers. • A logo helps create a brand image. • A logo helps create an identity for the business. • Logos can help to communicate the aims and objectives of a business. <p>E.g. A logo can help create a brand image for a business (1 mark). This can lead to customer loyalty (1 mark), which can lead to repeat purchases by a customer (1 mark).</p> <p>This answer would gain three marks since there are at least two relevant, linked points made, following the identification of a valid benefit.</p>	(3)

Question Number	Answer	Mark
2(a) AO1=1	D	(1)

Question Number	Answer	Mark
2(b) AO2=2	<p>1 mark for feature identified. The feature must be realistic to what <i>Age UK</i> could use in its factsheets.</p> <p>Possible features could include:</p> <ul style="list-style-type: none"> • Larger text • Braille • Available in spoken word • Colour • Use of clear font style • Use images 	(2)

Question Number	Answer	Mark
<p>2(c)</p> <p>A02=2</p> <p>A03=1</p>	<p>For 3 marks, one impact will be given and there will be at least two clearly identifiable linked strands of explanation. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the context of <i>Age UK</i> if it is to secure all three marks.</p> <p>Possible impacts include:</p> <ul style="list-style-type: none"> • Information will reach a wider range of stakeholders • <i>Age UK</i> will gain a better reputation. • Increased popularity of <i>Age UK's</i> services. • Greater trust between <i>Age UK</i> and its stakeholders <p>E.g. Communication can be made with a wider number of older people (1 mark). Older people will then be made more aware of the services offered by <i>Age UK</i> such as health or housing (1 mark). This will help <i>Age UK</i> meet its aims and objectives (1 mark).</p> <p>This answer would gain three marks since there are at least two linked strands that build the explanation following the identification of an impact. The answer is also rooted in the context of <i>Age UK</i>. Without this use of context the answer can score a maximum of 2 marks.</p>	<p>(3)</p>

Question Number	Answer	Mark
<p>2(d)</p> <p>AO1= 1 AO2= 1 AO3= 2</p>	<p>For 4 marks, the description will make up to four relevant points associated with the impact of not printing the documents in different languages on <i>Age UK's</i> stakeholder groups. Four marks could also be achieved through focusing on two effects plus some development. The answer must be rooted in the context of <i>Age UK</i> to secure all four marks.</p> <p>Possible effects include:</p> <ul style="list-style-type: none"> • Could alienate certain stakeholders. • Cause conflict between stakeholder groups. • Reduce effectiveness of <i>Age UK</i>. • Less people using <i>Age UK's</i> services. • Damage <i>Age UK's</i> reputation. • Reduce costs • Creates a barrier to communication. <p>E.g. <i>Age UK</i> is aiming to inform people from different cultures of the services it offers (1 mark). If <i>Age UK</i> does not do this fewer older people (1 mark) will be aware of how the organisation can help them (1 mark). This could damage <i>Age UK's</i> reputation amongst older people (1 mark).</p> <p>This answer would gain four marks since the candidate has contextualised the answer by referring to '<i>older people</i>' and has given a single effect which has then been developed.</p>	<p>(4)</p>

Question Number	Answer	Mark
3(a) AO1=1	B	(1)

Question Number	Answer	Mark
3(b) AO2=2 AO3=1	<p>For 3 marks, there will be one benefit identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>Blueline</i>/taxi context if it is to secure all three marks.</p> <p>Possible benefits include:</p> <ul style="list-style-type: none"> • Increased customer safety • Avoid waiting outside for taxi • Clearly identify their taxi • Reassurance that taxi will turn up <p>E.g. <i>Blueline's</i> customers would be safer (1 mark). The text message will contain information such as the registration plate (1 mark). This lets the customer know it is registered taxi rather than an unlicensed driver (1 mark).</p> <p>This answer would gain three marks since there are at least two linked strands that build the explanation, following the identification of a method. Context is also present in that it refers to the registration plate and taxi driver.</p>	(3)

Question Number	Answer	Mark
<p>3(c)</p> <p>A02=2</p> <p>A03=1</p>	<p>For 3 marks, there will be one advantage identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>Blueline</i> context if it is to secure all three marks.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> • Increased number of customers. • Reduced number of telephone queries. • Less disputes with drivers over the fare. • Could gain a competitive advantage over other taxi businesses. <p>E.g. <i>Blueline</i> will receive fewer telephone queries (1 mark). This is because customers can gather the information from the website (1 mark). This allows employees who answer phones to do other tasks.</p> <p>This answer would gain two marks since there are at least two linked strands that build the explanation, following the identification of an advantage. However there is insufficient use of context and candidates need to go beyond using the name of the company and the word 'website' in their responses. Context could be included by saying queries could be about how much a particular journey would cost or specific activities in a taxi business the employees could be doing eg. Messaging new fares to the drivers.</p>	<p>(3)</p>

Question Number	Answer	Mark
<p>3(d)</p> <p>A01=1</p> <p>A02=1</p> <p>A03=1</p>	<p>For 3 marks, the description will make three relevant points or one developed point associated with why <i>Blueline</i> leaves price lists in restaurants and travel agents. The answer must be rooted in the context of a taxi business to secure all three marks.</p> <p>Possible answers include:</p> <ul style="list-style-type: none"> • It will help attract new customers • This is part of their target audience • People require taxis home after having a meal • People require taxis to the airport when going on holiday. <p>E.g. People often require a taxi home after visiting a restaurant (1 mark). They may have drunk alcohol and not allowed to drive (1 mark) therefore they will book a taxi to ensure they do not break the law (1 mark).</p> <p>This answer would gain three marks since there is one developed point and there is use of the <i>Blueline</i> context through the recognition that restaurants are a target market for a taxi business.</p>	<p>(3)</p>

Question Number	Answer	Mark
4(a) AO1=1	D	(1)

Question Number	Answer	Mark
4(b) AO1=1 AO2=1	<p>1 mark for the identification of a reason why discussions are important to Lydia and 1 mark for some kind of appropriate development of the reason in context.</p> <p>Possible reasons include:</p> <ul style="list-style-type: none"> • She will fully understand the customer's requirements. • She will be able to satisfy the requirements of the customer. • She is confident of the success of the communication process. <p>E.g. Lydia will have a full understanding of what the customer wants(1 mark) so that she will be able to design the cake exactly as they would like it(1 mark).</p> <p>This answer would gain 2 marks since a reason has been identified and there is some development in context.</p>	(2)

Question Number	Answer	Mark
4(c) AO2=2 AO3=1	<p>For 3 marks, the explanation will be one advantage identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the context of Lydia's business if it is to secure all three marks.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> • It takes less time to send an email than meeting face-to-face. • It is more convenient to communicate via email than hold meetings. • Photographs can be attached to emails of possible designs. <p>E.g. Lydia can attach a photograph of the cake at different stages of production (1 mark). Customers can then make comments on any changes they would like to the design (1 mark). As a result customers will be happy with the finished product for their special occasion (1 mark).</p> <p>This answer would gain three marks since there are at least two linked strands that build the explanation, following the identification of an advantage. The answer is also rooted in the context of Lydia's business since reference is made to cakes, designs and special occasions.</p>	(3)

Question Number		Indicative content
4(d) AO2=2 AO3=4		<p>The aim here is for candidates to make a judgement as to whether placing an advert in a national catering magazine or giving presentations of her cakes at local wedding fairs is the most effective for Lydia . There is no right or wrong answer and the candidate can argue that either method is better, depending on the circumstances. Candidates might consider the following possible ideas as part of their answer:</p> <p>Placing an advert in a national catering magazine:</p> <ul style="list-style-type: none"> • A national magazine will provide a wide coverage of the market. • It will help reach her target audience. • Attractive photographs of her cakes can be included. • There will be increased awareness of her cakes. • Expensive. • Might create too much demand for Lydia. <p>Presentation at local wedding fairs:</p> <ul style="list-style-type: none"> • She will get to meet potential customers • She can demonstrate how her cakes are made. • Customers will get to see and taste the cakes. • She can answer any questions or queries. • Time consuming. • Only confined to the wedding market. <p>To be evaluative and support the judgement made, the candidate might suggest (for example) that the level of effectiveness may demand on the current context of Lydia’s business. It is a small business and may not be able to afford advertising in a national magazine or cope with the extra demand that could be created.</p> <p>An alternate route to evaluation might come through the candidate examining the drawbacks of their chosen option. E.g. if she is attending wedding fairs she is losing out on valuable production time.</p>
Level	Mark	Descriptor
No mark	0	Non-rewardable material.
Level 1	1-2	A judgement or point is given as to which method is more likely to be effective in allowing Lydia to expand the business. If there is just a simple judgement or where the support shows misunderstanding 1 mark should be awarded. If this judgement/point has some simple support, the response should be placed at the top of this level.
Level 2	3-4	A judgement/point is given on one or both issues with some development/support, which includes at least one reason/cause/consequence etc. At the top of this level this analysis will be relevant and linked to the judgement/point made.
Level 3	5-6	<p>A judgement/point is given on one or both issues with some development/support, which includes at least two reasons/causes/consequences etc. and includes some balance.</p> <p>At the top of this level there will be a conclusion drawn from the analysis and the answer will be in the context of Lydia’s business.</p>

Section B:

Question Number	Answer	Mark
<p>5(a)</p> <p>A01=2</p>	<p>A webinar is a seminar, lecture or presentation conducted over the internet.</p> <p>2 marks for an accurate definition. If an accurate definition is not given award 1 mark for an answer that suggests that candidate has some understanding of the term. E.g. A meeting held on the internet.</p> <p>An imperfect definition can be raised to 2 marks through the use of an example or some kind of accurate elaboration. E.g. If <i>Cisco</i> carried out a presentation of their latest equipment to customers.</p>	<p>(2)</p>

Question Number	Answer	Mark
<p>5(b)</p> <p>A02=2</p> <p>A03=1</p>	<p>For 3 marks, there will be one advantage identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>Cisco</i> context if it is to secure all three marks.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> • <i>WebEx</i> can be accessed from anywhere • No software needs to be installed • It can work on different platforms • It is upgraded automatically • Any problems can be fixed automatically. <p>E.g. More people use WebEx (1 mark). This is because customers do not need to install software (1 mark). This will increase the Cisco brand (1)</p> <p>This answer would gain three marks since there are at least two linked strands that build the explanation, following the identification of a method. Context is also present as it refers to the use of the need to install other software.</p>	<p>(3)</p>

Question Number	Answer	Mark
<p>5(c)</p> <p>A02=2</p> <p>A03=1</p>	<p>For 3 marks, there will be one reason identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>Barnardo's</i> context if it is to secure all three marks.</p> <p>Possible reasons include:</p> <ul style="list-style-type: none"> • Reduction in travel to meetings. • Environmentally friendly. • Increased productivity/work from employees. • Allows increased attendance to meetings/training. <p>E.g. Using <i>Webex</i> means employees from nine regional centres do not have to travel to meetings (1 mark). This will cut down on travel costs for <i>Barnardo's</i> (1 mark). As <i>Barnardo's</i> is a charity it is important they keep their costs down to ensure more money goes to the charity causes(1 mark).</p> <p>This answer would gain three marks since there are at least two linked strands that build the explanation, following the identification of a reason. The candidate also contextualises their response using the evidence and makes reference to cost implication to the charitable context of <i>Barnardo's</i>.</p>	<p>(3)</p>

Question Number	Answer	Mark
<p>5(d)</p> <p>AO1=2 AO2=4 AO3=2</p>	<p>This question has a 2 x 4 mark split. There is one mark for identifying an advantage and one mark for identifying a disadvantage. The remaining three marks are for the explanation of why making lectures available via videoconferencing can be an advantage/disadvantage to <i>Nottingham Trent University</i>. Within the answer there will be at least three clearly identifiable strands of explanation and <u>reference to the context</u> for each advantage/disadvantage considered. These may contain connective words such as, 'this leads to...' 'because...' etc.</p> <p>If candidate discusses only benefits to student, only two marks can be awarded for explanation. In order to achieve three marks for explanation, the advantage /disadvantage must be linked to <i>NTU</i>.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> • Each lecture can be seen by a greater number of students. • Cuts costs – no need to pay for duplicate lectures • Can be used multi-site. • Better results – can be used as a revision tool. • Improved image for university. <p>Possible disadvantages include:</p> <ul style="list-style-type: none"> • Technological problems with equipment and connectivity. • Access issues – students may not have required equipment. • Training requirements – for students and staff. • Legal/copyright issues. • Staff problems – may not be happy with impact on future employment • Cost of purchasing and implementing equipment <p>E.g. Disadvantage: There may be problems with technology (1 mark).</p> <p>The videos can be accessed by a variety of equipment including PCs, mobile phones etc. (1 mark). If there is an issue with connectivity some students may not be able to access video (1 mark). As a result the quality of their learning will suffer. This will have a negative impact on results at the <i>Nottingham Trent University</i> (1 mark).</p> <p>This answer would gain four marks since a disadvantage has clearly been identified and there are at least three linked strands that build the explanation, with reference to the <i>University</i>/video conferencing context. Without the use of this context this answer would only be worth 3 marks.</p>	<p>(8)</p>

Question Number	Answer	Mark
<p>6(a)</p> <p>AO1=2</p>	<p>Globalisation is the process of businesses to spread and grow throughout the world, or the process of making this happen.</p> <p>2 marks for an accurate definition (one that includes reference to the growth of business and some notion of this growth is in other areas of the world). If an accurate definition is not given award 1 mark for an answer that suggests that candidate has some understanding of the term. E.g. when a business has customers in other countries.</p> <p>An imperfect definition can be raised to 2 marks through the use of an example or some kind of accurate elaboration. E.g. Cisco have offices in North America, Africa and Europe.</p>	<p>(2)</p>

Question Number	Answer	Mark
<p>6(b)</p> <p>AO1=1</p> <p>AO2=1</p> <p>AO3=2</p>	<p>For 4 marks, the description will make up to four relevant points associated with the issues of designing a presentation. Four marks could also be achieved through focusing on two effects plus some development. One mark can be given for a definition of 'presentation'.</p> <p>Possible issues include:</p> <ul style="list-style-type: none"> • The nature of the audience • The amount of information to be given • The amount of images and charts to be included • Appropriate use of colour <p>E.g. If presentations are given online it is very difficult to understand the nature of your audience (1 mark). This is because the audience are not all in the same room (1 mark). This can make it difficult to fully understand their requirements (1 mark) This could mean that the presenter may not provide the correct amount of information required by the audience. (1 mark).</p> <p>This answer would gain four marks since the candidate has developed one issue in context (through mentioning 'not in the same room').</p>	<p>(4)</p>

Question Number	Indicative content
<p>*6(c)</p> <p>QWC Strands (i), (ii) and (iii)</p> <p>A02=4</p> <p>A03=4</p>	<p>The aim here is for candidates to consider the effects of following the data protection act on Cisco. The question asks the candidate to 'assess', so the candidate must develop some evidence of balance within their answer. This could take the form of advantages/disadvantages to <i>Cisco</i> in following the Data Protection Act. An alternative route to attaining assessment marks could come from what would happen to <i>Cisco</i> if they did not follow the Data Protection Act such as the impact on reputation and subsequent impact on sales and revenue.</p> <p>Possible advantages:</p> <ul style="list-style-type: none"> • The business will not get sued • It will have a positive reputation with the customers • Customer will trust Cisco • Increased repeat purchase – <i>WebEx</i> is paid on a monthly basis. <p>Possible disadvantages:</p> <ul style="list-style-type: none"> • Increasing business costs • Increased administration requirements • Reduced staff time for alternative tasks

Level	Mark	Descriptor
No mark	0	Non-rewardable material. No mark is to be awarded if the candidate just re-states the question. i.e. the Data Protection Act is important.
Level 1	1-2	<p>Candidate will consider one factor related to the Data Protection Act with no development – bottom of the level</p> <p>Candidate will consider one factor related to the Data Protection Act with simple development – top of the level</p> <p>Candidate will consider two factors related to the Data Protection Act with no development – top of the level</p> <p>The quality of written communication will be poor with frequent spelling, punctuation, style and grammar errors.</p>
Level 2	3-5	<p>Candidate will consider one factor related to the Data Protection Act with more detailed development – bottom of the level</p> <p>Candidate will further develop their responses with reason/cause/consequence – middle of the level</p> <p>Candidate will have some evidence of balance – top of the level</p> <p>At the top of the level there will be some evidence of balance to the point/judgement in the form of advantage/disadvantage, cost/benefit, pro/con or some counterbalancing factor. At the top of the level, candidates will attach some value/importance to one of the factors and will be answered in context. For example they may consider the benefits to Cisco of following the Data Protection Act as well as the drawbacks.</p> <p>There will be a good level of quality of written communication with few mistakes in spelling, punctuation and grammar. The quality of the language used will be appropriate for the subject matter.</p>
Level 3	6-8	<p>Candidate will consider factor(s) relating with development which includes two reasons/causes/consequences, balance with unsupported conclusion/judgement(s) all of which is in the context of the business – bottom of level.</p> <p>Candidate will consider factor(s) relating to the Data Protection Act with development which includes two reasons/causes/consequences, clear balance with supported conclusion/judgement(s) all of which is in the context of the business – middle of level.</p> <p>Candidate will consider factor(s) relating to the Data Protection Act with development which includes two reasons/causes/consequences, clear balance with supported conclusion/judgement(s) all of which is in the context of the business and using the 'it depends' rule or something similar – top of the level.</p> <p>The quality of written communication will be of a high standard with few, if any, errors in spelling, punctuation and grammar. The style of writing and the structure of the response will be appropriate and of a high standard and there will be clear evidence that the candidate has structured their answer clearly and coherently, using appropriate terminology.</p>

Section C:

Question Number	Answer	Mark
<p>7</p> <p>AO1=2</p>	<p>A matrix structure is where employees are organised into project teams in order to produce a product or provide a service. Employees will be chosen from different functional areas of a business.</p> <p>2 marks for an accurate definition. If an accurate definition is not given award 1 mark for an answer that suggests that candidate has some understanding of the term. E.g. employees work in teams.</p> <p>An imperfect definition can be raised to 2 marks through the use of an example or some kind of accurate elaboration. E.g. In order to complete a project such as the Olympic stadium.</p>	<p>(2)</p>

Question Number	Answer	Mark
<p>8</p> <p>AO1=1</p> <p>AO2=1</p>	<p>1 mark for the identification of a reason why <i>Sir Robert M^cAlpine Ltd</i> should use accurate spelling and good grammar when communicating with clients and 1 mark for some kind of appropriate development of the reason in context.</p> <p>Possible reasons include:</p> <ul style="list-style-type: none"> • Ensure the communication is fully understood. • Avoid a poor reputation for the business • Loss of customers <p>E.g. <i>Sir Robert M^cAlpine Ltd</i> should ensure accurate spelling to avoid creating a poor impression with their clients (1 mark). They may feel the quality of the construction work will be poor if there is little attention to detail with spelling (1 mark).</p> <p>This answer would gain 2 marks since a reason has been identified and there is some development in context.</p>	<p>(2)</p>

Question Number		Indicative content
*9 A02=3 A03=3		<p>The aim here is for candidates to consider the extent to which appraisal is the best way for <i>Sir Robert McAlpine Ltd</i> to retain its employees. The question asks the candidate to 'discuss', so we should expect some balance within the answer. This could take the form of discussing possible drawbacks of appraisal systems. An alternative route to offer balance within the answer could be to consider other factors that may be helpful with retaining employees.</p> <p>Reasons why appraisal is suitable:</p> <ul style="list-style-type: none"> • It helps identify and deal with issues affecting employees. • It can set targets or objectives for employees to achieve. • It can motivate employees therefore making them happier at work. • It can be used to praise the employees. • It offers an opportunity for employees to give their opinions. <p>Possible sources of balance:</p> <ul style="list-style-type: none"> • They can be time consuming. • They are based on human assessment – might create conflict if difference in opinion. • Appraisals only identify issues. They won't be successful if these issues are not dealt with. • Can be a stressful situation as employees feel they are being judged.
Level	Mark	Descriptor
No mark	0	Non-rewardable material.
Level 1	1-2	<p>One point as to why appraisal is suitable is highlighted with some simple development or two points are given with no development of either.</p> <p>An alternative route to marks in this level is if just a simple judgement or value is given to a benefit. 1 mark can be awarded for no support and 2 if some simple support is offered.</p> <p>The quality of written communication will be poor with frequent spelling, punctuation, style and grammar errors.</p>
Level 2	3-4	<p>Reference to at least two points as to why appraisal is suitable is given with some development of each. A judgement is given at the lower end of the level with some development/support, which includes at least one reason/cause/consequence etc. for each point.</p> <p>At the top of the level this analysis will be relevant and linked to the judgement made and there may be some reference to the context.</p> <p>There will be a good level of quality of written communication with few mistakes in spelling, punctuation and grammar. The quality of the language used will be appropriate for the subject matter.</p>

<p>Level 3</p>	<p>5-6</p>	<p>Reference to at least two points as to why appraisal is suitable is given with development of each. A judgement is given with some development which includes at least two reasons/causes/consequences etc. for each point and should include some comparison/judgement as to which point is more important/evidence of balance.</p> <p>Answers at the top of this level will refer to the <i>Sir Robert M^cAlpine Ltd</i> company context.</p> <p>The quality of written communication will be of a high standard with few, if any, errors in spelling, punctuation and grammar. The style of writing and the structure of the response will be appropriate and of a high standard and there will be clear evidence that the candidate has structured their answer clearly and coherently, using appropriate terminology.</p>
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<p>Question Number</p>	<p>Indicative content</p>
<p>*10</p> <p>QWC Strands (i), (ii) and (iii)</p> <p>AO2=4 AO3=6</p>	<p>The aim here is for candidates to make a judgement as to whether holding regular meetings will be the most important factor in meeting the needs of <i>Sir Robert M^cAlpine Ltd's</i> clients. To demonstrate the evaluative skill, candidates could consider the importance of meetings relative to other important elements which <i>Sir Robert M^cAlpine Ltd</i> could use such as the efficiency/productivity of their workforce. For instance candidates may consider that meetings are much more important than any other factors since without immediate feedback or regular communication with the clients <i>Sir Robert M^cAlpine Ltd</i> will not have an indication if their clients are happy. Other candidates may use the context provided and point out that the product is more important and no matter how many meetings are held clients will not be happy if the project is not being completed on time or within budget. There is no right or wrong answer to this question, but candidates should aim to make a judgement which is supported and balanced. Candidates may consider the following ideas as part of their answer:</p> <p>Reasons why regular meetings will be important:</p> <ul style="list-style-type: none"> • Meetings can be used to give progress reports. • Any issues can be discussed and plans adapted to deal with these issues. • The client can request changes to be made during the project. • The projects are very large and expensive. Clients will not be happy if decisions are made without consultation. <p>Reasons why other factors may be more important:</p> <ul style="list-style-type: none"> • The actual quality of the work is vital. Even with regular meetings clients will not be happy if the project is of poor quality. • Clients may feel <i>Sir Robert M^cAlpine Ltd</i> is being paid a lot of money to make these decisions on their behalf. • Too many meetings take up a lot of time. • Different people may have different opinions which can cause conflict and confusion.

Level	Mark	Descriptor
No mark	0	Non-rewardable material.
Level 1	1-4	<p>Candidate will consider one point with no statement - bottom of level</p> <p>Candidate will consider one point with basic statement – middle of level</p> <p>Candidate statements are supported – top of level</p> <p>The quality of written communication will be poor with frequent spelling, punctuation, style and grammar errors.</p>
Level 2	5-7	<p>Candidate will consider two reasons/causes/consequences to support point(s) – bottom of level</p> <p>Candidate will develop their reasons/causes/consequences – middle of level</p> <p>Candidate will have some evidence of balance – top of level</p> <p>There will be a good level of quality of written communication with few mistakes in spelling, punctuation and grammar. The quality of the language used will be appropriate for the subject matter.</p>
Level 3	8-10	<p>Candidate will consider point(s) with development which includes two reasons/causes/consequences, balance with unsupported conclusion/judgement(s) all of which is in the context of SRM/construction – bottom of level</p> <p>Responses which demonstrate all of the above with clear evaluation, but have no conclusion, should be awarded 8 marks.</p> <p>Candidate will consider point(s) with development which includes two reasons/causes/consequences, clear balance with supported conclusion/judgement(s) all of which is in the context of SRM/construction – middle of level</p> <p>Candidate will consider point(s) with development which includes two reasons/causes/consequences, clear balance with supported conclusion/judgement(s) all of which is in the context of SRM/construction and using the 'it depends' rule or something similar – top of the level</p> <p>The quality of written communication will be of a high standard with few, if any, errors in spelling, punctuation and grammar. The style of writing and the structure of the response will be appropriate and of a high standard and there will be clear evidence that the candidate has structured their answer clearly and coherently, using appropriate terminology.</p>

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