

Applied Business

Advanced GCE F243

The Impact of Customer Service

Mark Scheme for June 2010

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All Examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the Report on the Examination.

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Question	Suggested Answer	Mark	Additional Guidance
1 (a)	<p>Identify and describe four specific customer needs which any organisation must satisfy.</p> <p>One mark for each correct identification up to a maximum of four marks plus a further one mark for each description up to a maximum of four additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • impartial and objective advice • safety and security • clear information • ability to complain to the organisation • meet their personal needs • consumer rights to be upheld • value for money • staff to be helpful • after sales service • good quality of customer service <p>Example responses</p> <p>Customers expect to be able to complain to the organisation (1) which means that a senior member of staff should be available to deal with the complaint as soon as possible (1)</p> <p>Customers expect to be able to complain to the organisation (1) and to be taken seriously (too vague)</p> <p>Customers want to be kept happy (no marks)</p>	[8]	<p>Accept:</p> <ul style="list-style-type: none"> • The right product • The right price • The right place • The right promotion <p>The extension must be a description and not a continuation of the identification.</p> <p>Accept the identification if it is in the description.</p> <p>Do not accept ‘good service’ unless qualified in the description.</p> <p>Do not award vague descriptions.</p> <p>Do not award repetition.</p>

Question	Suggested Answer	Mark	Additional Guidance
(b)	<p>Explain in context Chris' thought that 'by trying to appeal to everyone, we're appealing to no-one.'</p> <p>Up to three marks for an explanation in context</p> <p>Indicative content</p> <ul style="list-style-type: none"> • playing a range of songs should result in all patients hearing a song they like • some of the songs may be unsuitable or offensive • customer needs are diverse • a generic product cannot satisfy all individual needs • constantly changing the music is not satisfying all the listeners • customers will switch off if they don't like the music <p>Example response</p> <p>MHR is trying to have a playlist that has a wide variety of music in an attempt to please all listeners (1) but some of the songs may be unsuitable or offensive to some listeners (1) and as such this could mean that they turn off the radio (1).</p>	[3]	<p>Must be in context.</p> <p>To obtain three marks the response should address appealing to everyone and appealing to no-one plus an extension.</p> <p>Award examples and comparisons to other radio stations if the response is appropriate and answers the question.</p>

Question	Suggested Answer	Mark	Additional Guidance
(c)	<p>Discuss possible consequences to MHR of not becoming more focused on customer service.</p> <p>Use level of response criteria.</p> <p>Level 1 (1-3 marks) Candidate identifies the possible consequences for a business of not focusing on customer service with no context.</p> <p>Level 2 (4-6 mark) Candidate explains the possible consequences for MHR of not focusing on customer service.</p> <p>Level 3 (7-9 marks) Candidate analyses the possible consequences for MHR if it does not focus on customer service.</p> <p>Level 4 (10-12 marks) Candidate evaluates the possible consequences for MHR of not becoming more focused on customer service.</p> <p>Indicative content</p> <ul style="list-style-type: none"> • lose customers/listeners • poorer reputation • go out of business • less advocacy • less funding • less able to recruit staff • lower morale • high labour turnover • increased number of complaints <p>Example response</p> <p>An organisation that does not focus on customer service may not survive (L1). MHR could lose listeners (L2) and it is likely that the patients will listen to one of the other</p>	[12]	<p>Please note the question relates to what the consequences are to MHR not how the business could become more customer focused.</p> <p>Answers must be in the negative.</p> <p>Analysis must be from the business perspective.</p> <p>Level 1 – Identify consequences with no context.</p> <p>Level 2 – Explaining consequences in context.</p> <p>Level 3 – Analytical development of consequences given from MHR perspective. Analysis must be in context.</p> <p>If analysis is based on being customer focused award 7 marks. If the argument is based on becoming more customer focused award (e.g. will lose even more listeners) it must be awarded at least 8 marks.</p>

Question	Suggested Answer	Mark	Additional Guidance
	<p>radio stations available (L3). Volunteers may not wish to work at MHR (L2) and it will become more difficult to staff the radio station (L3). Of these two consequences retaining listeners is the most important because without listeners there is no point in having a radio station (L4).</p>		<p>If the candidate has not addressed the more focused issue they cannot be awarded level 4.</p> <p>Level 4 – A judgement must be made with respect to MHR becoming more customer focused based on two or more analytical points made.</p> <p>An overall judgement of the consequences for MHR not becoming more customer focused is awarded 10 marks.</p> <p>Making a judgement on the biggest/most serious/longest term consequence is awarded 11/12 marks.</p> <p>The judgement cannot be an action point (i.e. what MHR should do).</p>

Question	Suggested Answer	Mark	Additional Guidance
2 (a)	<p>Name and describe four acts or regulations that protect customers of businesses.</p> <p>1 mark for each correct identification up to a maximum of 4 marks plus a further 1 mark for each description up to a maximum of 4 additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Sale and Supply of Goods Act /Sale of Goods Act (relates to satisfactory quality, fit for purpose and as described). • Trades Description Act (relates to false advertising and compensation) • Supply of Goods and Services Act (relates to reasonable time, skill and care and the standard of material) • Consumer Protection Act (relates to product safety) • Health and Safety at Work Act (relates to duty of care). • Weights and Measures Act (which relates to accurate, labelled and in metric) • Data Protection Act (eight principles) • Sex Discrimination Act • Race Relations Act • Disability Discrimination Act • Consumer Credit Act • CoSHH <p>Example responses</p> <p>Sale and Supply of Goods Act /Sale of Goods Act (1) which means the goods they sell must be fit for purpose (1).</p> <p>The consumer credit act (1) which demands that the interest rate must be clearly shown (1).</p> <p>The health and safety at work act (1) making premises safe for customers (1).</p> <p>The health and safety at work act (1) making premises safe for employees (1).</p>	[8]	<p>Name of act must be correct.</p> <p>Must be related to customers and not employment/employees.</p> <p>No marks awarded if the title is incorrect even if the description is correct.</p>

Question	Suggested Answer	Mark	Additional Guidance
(b) (i)	<p>State and explain two advantages to MHR of providing a daily schedule leaflet to the patients.</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations up to a maximum of two additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Increase awareness • It promotes the business • Existing patients may listen more • Encourage new listeners • Could be used to advertising revenue from other businesses • Encourage customer contact and feedback <p>Example responses</p> <p>Feedback from the listeners (1) may help the station to play the music which listeners want (1) so MHR may increase their audience (1).</p> <p>The listener may not even realise MHR exists and so this will alert them to the fact (1) and they may tune in after reading the schedule (1) and recommend the hospital radio station to other patients (1).</p>	[6]	<p>The advantage statement must be from a business perspective.</p> <p>Explanation must be in context.</p> <p>Only award a maximum of two advantages.</p>

Question	Suggested Answer	Mark	Additional Guidance
(b) (ii)	<p>State and explain two disadvantages to MHR of providing a daily schedule leaflet to the patients.</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations up to a maximum of two additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Printing them all may cost a lot of money • It takes time to deliver the leaflets • It takes time to produce and print the leaflets • The schedule becomes inflexible • Bad image if not done well • Opportunity cost <p>Example responses</p> <p>It will take a volunteer a long time to deliver the leaflets instead of presenting a show (1). This could lead to a lowering of morale (1) which means volunteers could leave and MHR will have to recruit new staff (1).</p> <p>Printing them all may cost a lot of money (1) which could be used for other things in MHR (1) to improve the quality of the programmes (1).</p>	[6]	<p>The disadvantage statement must be from a business perspective.</p> <p>Explanation must be in context.</p> <p>Only award a maximum of two disadvantages.</p>

Question	Suggested Answer	Mark	Additional Guidance
(c)*	<p>Discuss whether MHR should have its own website.</p> <p>Use level of response criteria.</p> <p>Level 1 (1-3 marks) Candidate comments on issues regarding websites without context.</p> <p>Level 2 (4-6 marks) Candidate explains issues that MHR may have if it has its own website.</p> <p>Level 3 (7-9 marks) Candidate analyses the issues that MHR may face if it has its own website</p> <p>Level 4 (10-12 marks) Candidate evaluates whether MHR should or should not have its own website.</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Promotional tool • Raise additional revenue • See images of the presenters • Website can be viewed globally • People outside of the hospital could listen to MHR • People outside of the hospital could send in requests • Younger patients are more likely to use the website • Don't have to rely on the answer phone • Looks modern in comparison with other radio stations • Not all patients will have access to the internet • Costly to set up • Costly to run • Employ someone to design and run the website • It will take time to run the website • The volunteers don't have the technical skills to run the website • Could present legal problems • Will look poor if not regularly updated 	[12]	<p>Please note the question relates to whether MHR should have a website and not how to set one up.</p> <p>Level 1 – Non-contextual response.</p> <p>Level 2 – Explanation of the issue for MHR if it has its own website.</p> <p>Level 3 – Analytical development of explanation in context.</p> <p>If analysis is based on one side of the argument award 7 marks, but if based on both sides of the argument, award 8/9.</p> <p>If the candidate has not analysed both sides they cannot be awarded level 4.</p> <p>Level 4 – A judgement must be made as to whether MHR should have its own website award 10 marks.</p> <p>Judgements that are based on case study specifics award 11/12 marks.</p>

Question	Suggested Answer	Mark	Additional Guidance
	<p>Example responses</p> <p>A website can help customers find out information (L1) but can be costly to set up and run (L1). People would be able to place requests for patients in the hospital without having to phone (L2) which means that it would not cost them anything so they are more likely to use it (L3). However, MHR may have to employ someone to design and run it (L2). This would be difficult to fund as it is a voluntary organisation (L3). Realistically a website would not be a good idea at the moment unless it can create more sponsorship to improve the station (L4).</p> <p>The website is costly to set up (L1) as MHR would have to pay for a website designer and allocate resources within the station to maintain it (L2). This may stretch scarce resources to the limit (L3). However, it could be used as a good promotional tool (L2) leading to more people listening (L3). Therefore, they should definitely set up a website because MHR needs to increase its audience (L4).</p>		

Question	Suggested Answer	Mark	Additional Guidance
3 (a)	<p data-bbox="338 240 972 268">What is meant by the term 'market research'?</p> <p data-bbox="338 308 568 335">Up to two marks</p> <p data-bbox="338 375 591 402">Indicative content</p> <ul data-bbox="338 442 837 549" style="list-style-type: none"><li data-bbox="338 442 837 469">• A process of gathering information<li data-bbox="338 469 837 496">• To find out about the market place<li data-bbox="338 496 837 549">• An analysis of information <p data-bbox="338 588 600 616">Example response</p> <p data-bbox="338 655 1426 715">Market research is a process a firm goes through to find out about the market (1). It involves gathering, analysing and presenting the data researched (1).</p>	[2]	<p data-bbox="1668 240 1973 268">Do not accept purpose.</p> <p data-bbox="1668 308 2007 367">Allow examples of market research methods.</p>

Question	Suggested Answer	Mark	Additional Guidance
(b) (i)	<p>State and explain two advantages to MHR of allowing Mikey to conduct face to face interviews with the patients.</p> <p>One mark for each correct identification up to a maximum of two marks plus a further two marks for each of two explanations up to a maximum of four additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Services are free • Knows what MHR wants • He is enthusiastic • He is available at short notice • He could attempt to present MHR positively • He has a vested interest in improving the station <p>Example responses</p> <p>It does not cost any money as Mikey has volunteered his services for free (1) so MHR will not be spending any extra money (1) which could be used to design a website (1).</p> <p>Mikey is actually from the organisation being researched (1) so he should have a good understanding about what MHR wants to find out (1) and so ask pertinent questions (1)</p>	[6]	<p>Advantage must relate to using Mikey not of the method.</p> <p>Context is accepted in any part of the response.</p> <p>The response must be particular to Mikey rather than any other member of MHR staff.</p>

Question	Suggested Answer	Mark	Additional Guidance
(b) (ii)	<p>State and explain two disadvantages to MHR of allowing Mikey to conduct face to face interviews with the patients.</p> <p>One mark for each correct identification up to a maximum of two marks plus a further two marks for each of two explanations up to a maximum of four additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Untrained • Inexperienced • Biased • Annoying <p>Example responses</p> <p>Mikey is not trained (1) and so he may not get the best out of the listener (1) because he is not conducting the interview using the best techniques (1).</p> <p>Mikey is potentially biased because he works at MHR (1) and could ask subjective questions to patients (1) which could mean his findings would be unreliable (1).</p>	[6]	<p>Disadvantage must relate to using Mikey not of the method.</p> <p>Context is accepted in any part of the response.</p> <p>The response must be particular to Mikey rather than any other member of MHR staff</p>

Question	Suggested Answer	Mark	Additional Guidance
(c)	<p>Other than a face to face interview, identify and describe four ways in which organisations can assess the standard of customer service they provide.</p> <p>1 mark for each correct identification up to a maximum of 4 marks plus a further 1 marks for each description up to a maximum of 4 additional marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Informal comments from customers • Free phone number • Focus group • Questionnaire • Mystery shopper • Observation • Complaints analysis • Suggestion box/comment card <p>Example responses</p> <p>It could set up a suggestion box (1) for customers to put in real time comments (1).</p> <p>It could organise a focus group (1) where current and potential customers can interact and discuss specific issues relating to a business/product/service (1).</p>	[8]	<p>Beware of similar responses.</p> <p>Only accept questionnaires once even if presented as different types of media (e.g. telephone questionnaires, postal questionnaires, online questionnaires).</p> <p>Do not accept Survey as it is quantitative and not qualitative.</p> <p>Accept any use of complaint analysis e.g. level of complaints and nature of complaints that relate to customer service.</p>

Question	Suggested Answer	Mark	Additional Guidance
4 (a)	<p>Explain how a 'mystery listener' might be used by the organisers of the Hospital Radio Awards.</p> <p>Up to 2 marks</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Anonymous visit to hospital • Experience as a listener • Report back to the awards organisers <p>Example response</p> <p>The Royal Moreton Hospital would be secretly visited by one of the organisers of the awards (1) who would listen to the radio pretending to be a patient (1) and report back to the organisers of the awards (1).</p>	[2]	Award no marks for an explanation of a mystery shopper rather than a mystery listener.

Question	Suggested Answer	Mark	Additional Guidance
(b)	<p>Analyse possible reasons behind the organisers of the Awards sending a 'mystery listener' rather than simply relying on the radio stations sending in their own recordings.</p> <p>Use level of response criteria.</p> <p>Level 1(1-3 marks) Candidate identifies reasons why a mystery shopper approach may be preferable without context.</p> <p>Level 2 (4-6 Marks) Candidate explains reasons why the organisers of the awards may use a mystery listener approach.</p> <p>Level 3 (7-9 marks) Candidate analyses reasons why the organisers of the awards may use a mystery listener approach.</p> <p>Indicative content</p> <ul style="list-style-type: none"> • Improves the credibility of the awards • Mystery listener provides a truer picture than a recording • Mystery listener can choose what show to listen to • It is a fair process for all of the hospital radio stations being assessed • Recordings can be edited • Radio stations may only select their best shows to record • Radio stations may make a special effort for those recordings • Improves the credibility of the awards <p>Example response</p> <p>A mystery listener is like a mystery shopper (L1) and can listen to a radio station without the station organisers knowing (L2). The Awards organisers may wish to listen to MHR at any time to (L2). This should give the organisers a more realistic idea of how MHR or other hospital radio stations broadcast on a day to day basis (L3) and, therefore, make it easier for them to genuinely judge which provides a better service to the patients (L3). If they were to accept hospital radio stations sending in their own recordings, the stations might only pick their best shows (L2) or make a special effort for those recordings only (L2), therefore, not giving a true picture of what they provide the patients overall (L3).</p>	[9]	<p>Level 1 – Non-contextual response.</p> <p>Level 2 – Explanation must be pro mystery listener or against recordings.</p> <p>Level 3 – Analytical development of explanation in context.</p> <p>Candidate must analyse both methods to gain full marks.</p>

Question	Suggested Answer	Mark	Additional Guidance
(c)	<p>Evaluate the extent to which MHR winning a British Hospital Radio Award might benefit listeners of the radio station.</p> <p>Use level of response criteria.</p> <p>Level 1 (1-3 marks) Candidate identifies how an award may benefit customers in any organisation.</p> <p>Level 2 (4 - 6 marks) Candidate explains how an award might benefit MHR's listeners.</p> <p>Level 3 (7-9 marks) Candidate analyses how an award might benefit MHR's listeners.</p> <p>Level 4 (10-12 marks) Candidate evaluates to what extent winning an award might benefit MHR's listeners.</p> <p>Indicative content</p> <ul style="list-style-type: none"> • The award will help attract funding • Improve listening experience • Boost morale • Attract better presenters • Extend schedule time • Listeners will think they are already offering a good service • Short time in hospital • No time to benefit listeners <p>Example response</p> <p>Awards make customers feel better about the product or service they consume (L1). Therefore, the patients at MHR will feel they are listening to a quality radio station (L2). Also, if MHR wins an award it could attract more attention to the radio station from potential sponsors and donors who might then give the station more funding to improve its programmes by investing in new equipment (L2). This could improve the listening experience of the patients in the hospital (L3). However, winning the Award may not be a significant benefit to most patients in Royal Moreton Hospital because they are usually only in hospital for a short time (L4).</p>	[12]	<p>Please note the question relates to the extent to which the award benefits listeners, not MHR.</p> <p>The response must show how winning the award may/may not benefit the listeners.</p> <p>However, the response may show how improving MHR will benefit listeners.</p> <p>Level 1 – Non-contextual response.</p> <p>Level 2 – Explanation of how winning an award benefits the listeners of MHR.</p> <p>Level 3 – Analytical development of explanation.</p> <p>Level 4 – A judgement must be made as to whether the award will or will not benefit the listeners of MHR, award 10marks.</p> <p>A fully justified judgement must be made as to the extent to which the award will benefit the listeners of MHR, award 11/12 marks</p>

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