

Mark Scheme June 2007

Results Mark
Scheme

GCE Business (6121)

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1.

- (a) State TWO methods of internal communication, ONE written and ONE electronic.

Valid response could include any TWO of the following, one from each category:

Written: Memo, report, in-house magazine, newsletter, post-it-notes

Electronic: E-mail, intranet, video conferencing, phone

2 if both correct

1 if only one correct

Total 2 marks

(b) Analyse the factors which might determine how English Heritage communicates with its members.

Valid points could include:

- Because members are spread geographically the method chosen needs to be easily accessed by them and relatively cheap
- Written communication that allows information about the work of the organisation to be shared by its members needs to be clearly understood and easily interpreted
- Use of the internet is likely to attract a much wider audience, not just those who are on the membership lists, but those who may have an interest in heritage
- Whichever method is used it must capture and hold the receiver's interest and therefore the design and content must be attractive and in a language easily understood
- English Heritage would want to ensure that whichever method they chose was not too costly as money spent on this is taken away from its real work.

A level 3 response may focus on the fact that

eg Increased use of the internet by all age groups and from all corners of the world means that the message and information about the work of the organisation can be accessed easily. However, there will be a number of people who do not have or do not want to access electronic information and for them the written communication should be retained.

Level 3: Candidate analyses the the factors which might determine how English Heritage communicates with its members. **6-7 marks**

Level 2: Candidate applies knowledge of the the factors which might determine how English Heritage communicates with its members. **3-5 marks**

Level 1: Candidate shows some knowledge of communication. **1-2 marks**

Total 7marks

Quality of Written Communication:

Quality of written communication will be assessed in question 1b by means of the following criteria:

Level 3

Candidate expresses ideas extremely clearly and fluently. Answers are very well structured. Arguments are consistently relevant and well developed. There are few, if any, errors in spelling, punctuation and grammar.

3 marks

Level 2

Candidate expresses moderately complex ideas clearly and answers are well structured. Arguments are generally relevant and developed. There may be some errors in grammar, punctuation and spelling.

2 marks

Level 1

Candidate expresses simple ideas clearly, but may be confused or imprecise in the expression of ideas. Answers are not well structured and arguments are weakly presented. There may be noticeable errors in spelling, grammar and punctuation.

0-1 mark

TOTAL 3 MARKS

(c) Assess the likely effects on English Heritage of state regulation and assistance.

Valid points could include:

- Because English Heritage is funded in part by the government it is able to raise additional revenue to that of the National Trust
- Tendency because of government involvement to be more bureaucratic creating an administrative burden and limiting its freedom to compete
- Because of the administration costs much money has been tied up, instead of being spent on conservation projects
- Government interference as in the decision to demolish thousands of Victorian homes lead to a reduction in grants and the threat to dismantle English Heritage.

NB References to employment or consumer laws are relevant but should receive the lower end of level marks

A level 4 candidate will assess the situation commenting on both regulation and assistance to achieve a higher range mark.

A level 4 response having weighed up both sides of the argument may conclude

eg Government proposals to place historic buildings in the hands of the National Trust would go against the main aims of English Heritage as quoted in the context. If it were to go ahead the National Trust would require a massive input of public funds to maintain the properties. However, it would take some of the financial burden away from government.

A level 3 candidate will analyse the situation commenting on both regulation and assistance to achieve a higher range mark.

A level 3 response may focus on the fact that

eg The number of government departments to which English Heritage is accountable means that decision making and planning are extremely time consuming and administratively expensive. Wasting money that could have been spent on achieving its aims.

Level 4: Candidate assesses the the role of the state in regulating and providing assistance to English Heritage and provides a valid conclusion.

8-11 marks

Level 3: Candidate analyses the role of the state in regulating and providing assistance to English Heritage but may provide a one sided answer.

6-7 marks

Level 2: Candidate applies knowledge of the role of the state in regulating and providing assistance to English Heritage.

3-5 marks

Level 1: Candidate shows some knowledge of the role of the state as a regulator and/or as a provider of assistance.

1-2 marks

Total 11 marks

2.

(a) Define the term a not-for-profit organisation

A statement that implies:

A not for profit organisation is set up for charitable purposes; therefore they operate on a non-profit making basis but endeavour to cover costs and provide a service which benefits society.

2 for a full explanation
1 for a reasonable attempt

Total 2 marks

(b) Analyse the extent to which a registered charity like the National Trust is similar to a private sector business in terms of its aims and objectives.

Valid points could include:

- Many private sector businesses will have profit as a main objective which a registered charity like the National Trust will not, as it is a not-for-profit organisation
- The National Trust is run on very similar lines to a private sector business, with similar organisation structure and salaried employees
- Like any private sector business the National Trust has clear targets and goals to achieve in order to maintain and continue its work
- The National Trust is accountable to its membership just as a private company is accountable to its shareholders.
- Both wish to cover costs and survive.

A level 3 response may focus on the fact that eg Although the objectives of the National Trust may differ in terms of profit from those of a private sector business, both need to make sufficient income in order to achieve its other objectives.

Level 3: Candidate analyses whether a registered charity like the National Trust is similar to a private sector organisation in terms of aims and objectives.

6-7 marks

Level 2: Candidate applies knowledge of whether a registered charity like the National Trust is similar to a private sector organisation in terms of aims and objectives.

3-5 marks

Level 1: Candidate shows some knowledge of aims and objectives, not-for-profit and/or private sector.

1-2 marks

Total 7 marks

N.B

If only compare without the reference to aims and objectives then lower end of level 2.

(c) Assess how an increase in interest rates might impact on the National Trust.

Valid points could include:

- A change in interest rates will affect the spending decisions of organisations and individuals
- A rise in interest rates will increase the cost of credit. For the National Trust this may increase the cost of its financial operations, short-term overdrafts and long-term loans. It may therefore drain reserves of money put aside for some of its projects
- It may have an impact on some of its investment decisions now and in the future
- For the individual who has savings, often the older generation, a rise in interest rates will lead to an increase in their income and may therefore increase their spending on leisure activities
- Whereas people who have mortgages and higher borrowing, the increase in interest rates may limit their spending on non essentials like visits to heritage sites.

A level 4 response having weighed up both sides of the argument may conclude

eg As many of the people who visit National Trust properties etc. tend to be from the older generation it is possible that there will be little impact on its income, as spending on membership and visits to properties etc will still be affordable.

A level 3 response may focus on the fact that

eg It will depend how heavily the National Trust relies on borrowing to fund its projects as to the impact an increase in interest rates will have.

Level 4: Candidate assesses how an increase in interest rates might impact on the National Trust and provides a valid conclusion.	8-11 marks
Level 3: Candidate analyses how an increase in interest rates might impact on the National Trust however, but may provide a one sided answer.	6-7 marks
Level 2: Candidate applies knowledge of how an increase in interest rates might impact on the National Trust.	3-5 marks
Level 1: Candidate shows some knowledge of interest rates.	1-2 marks

Total 11 marks

3.
(a)

Analyse the relevance of the information in the table above to the National Trust.

Valid points could include:

- Income rises 11% then 7% or 19% overall
- The National Trust will have more money to spend (greater than rate of inflation)
- However costs will have also risen accordingly
- The National Trust will have a choice of which projects to spend income on
- Age of members not available but with an ageing population this may be a reason for the steady increase of membership
- We do not know whether there was an increase in membership fees at any point.

A level 3 response may focus on the fact that

eg Although it appears that membership of the National Trust is on the increase, it may well be that an increase in fees actually accounts for the increase in income from membership and not from more people joining.

Level 3: Candidate analyses the relevance of the information in the table to the National Trust.	7-8 marks
Level 2: Candidate applies knowledge the relevance of the information in the table to the National Trust.	4-6 marks
Level 1: Candidate shows some knowledge of what the information shows.	1-3 marks

Total 8 marks

(b) Assess the extent to which stakeholders might influence the operations of the National Trust in the future.

Valid points could include:

- Members will contribute money through membership and their spending at various sites, this will enable further restoration and preservation work to be carried out
- Members may however, take action in terms of boycotts or by failing to continue membership, if they feel that the way the funds are being spent is not in accordance with the organisation's aims and objectives
- The activities of the organisation can impact heavily on the community surrounding its acquisitions, in positive terms it provides employment and enhances the appearance of derelict properties and land
- On the other hand the community surrounding its acquisitions may have an impact in terms of its attitude to visitors/tourists, increase in traffic etc or its keenness to see environment improved, buildings restored.

A level 4 response having weighed up both sides of the argument may conclude

eg As National Trust is about preserving our heritage everyone (we are all stakeholders) has an impact on the organisation's operations. Whether it be through the contributions made or the fact that they do not contribute. Not-for-profit organisations have to rely more heavily on people from all walks of life and the work that they do is for the benefit of all whether it is appreciated or not.

A level 3 response may focus on the fact

eg The benefits to a community, in the vicinity of for example a stately home, may be great in terms of the increased income it generates for the area. However, the impact on that area of the increased number of tourists and cars has to be considered as well.

Level 4: Candidate evaluates the extent to which stakeholders might influence the operations of the National Trust and provides a valid conclusion.	9-12 marks
Level 3: Candidate analyses the extent to which stakeholders might influence the operations of the National Trust, but may provide a one sided answer.	7-8 marks
Level 2: Candidate applies knowledge of the extent to which stakeholders might influence the operations of the National Trust.	4-6 marks
Level 1: Candidate shows some knowledge of stakeholders.	1-3 marks
	Total 12 marks