

Applied Business

General Certificate of Secondary Education

Unit **A243**: Working in Business

Mark Scheme for June 2012

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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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Annotations

Annotation	Meaning
✓	Tick for correct response
✘	Incorrect response
✓+	Development of a point or plus one mark
BOD	Benefit of the doubt
?	Unclear not worth giving the benefit of the doubt
R	Repeat response
L1	Level 1
L2	Level 2
L3	Level 3
OFR	Own Figure Rule
NAQ	Not Answering Question
CONT	Context
REP	Repeat
SEEN	Noted but no credit given

Question		Answer	Marks	Guidance
1	(a)	Three or more layers in the structure 1 mark for correct identification	1	For one mark AO1 Annotation ✓ for correct response
	(b)	Span of control is the number of people whose work you are responsible for(1). At <i>Bertlyn Play Ltd</i> Bert Kenjo, the Managing Director, is responsible for three directors. (1)These are Shianne Boome, Marketing and Sales Director, Hugh Hamley, Production Director; and Amir Khan, Finance Director.(1) One mark for correct definition plus 1 mark for a correct example taken from Text 1 .	2	Up to two marks AO1 Annotation ✓ and ✓+ for correct response If the example given is correct then 1 mark.
	(c)	i) Personal Assistant ii) Senior Marketing and Sales Manager iii) Play Sales Manager iv) Salesperson (x 2) One mark for each correct identification.	4	One mark for each correct identification. Up to a maximum of four identifications. AO1 Only 1 Salesperson then no marks MUST be exactly as the mark scheme. Annotation : ✓

Question	Answer	Marks	Guidance
(d)	Tasks of a Production Director could be: <ul style="list-style-type: none"> • planning production schedules • working with other functional area directors • setting targets • holding production team meetings • allocating tasks among the managers in the production functional area. • Oversee/check the quality of the goods produced • Making sure the production is running on time <p>One mark for each correct identification</p>	3	One mark for each correct identification. Up to a maximum of three identifications. AO1 Must be directly related to Production Functional Area and the director not a manager. Do not award motivate No repeats Annotation : ✓
(e)	Skills – ability to lead, manage and meet targets Qualifications – has to be specific to production or business: Business Degree, Manufacturing A Level, Engineering Apprenticeship. Personal qualities – good planner and communicator <p>1 mark for identifying skill required 1 mark for identifying qualification required 1 mark for identifying personal qualities required</p>	3	AO2 No repeats in skills and qualifications. Level 3 qualifications must be related to Business OR production. Annotation : ✓ and ✓⁺

Question		Answer	Marks	Guidance
2	(a)	<p>Primary research</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> Carrying out field research which could include getting information directly from European businesses which sell toys. </div> <p>Secondary research</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> Carrying out desk research by looking at information about businesses which sells similar products in Europe. </div> <p>1 mark for each correct response.</p>	2	<p>AO1</p> <p>Repeated lines mark incorrect</p> <p>Annotation ✓ for correct response</p>
	(b)	<p>Primary Research – interviews, (online) surveys, questionnaires, focus groups</p> <p>Secondary Research – internet, company reports, government statistics, trade journals, newspaper, Mintel</p> <p>1 mark for correct identification</p>	2	<p>AO1</p> <p>Annotation : ✓ for correct response</p>
	(c)	<p>Advantages of Market Research</p> <ul style="list-style-type: none"> • increase insight into market and consumer purchase behaviour, knowing consumers makes it easier to sell to them • can identify and target best prospects-don't waste resources on low potential activities • will allow the business to benchmark so they are improving <p>Disadvantages of Market Research</p> <ul style="list-style-type: none"> • expensive to do right-data collection and analysis are pricey 	4	<p>AO1 AO2</p> <p>Response must relate to 'before deciding whether or not to sell its products in Europe'.</p> <p>Expansion is for WHY it is an advantage or disadvantage to <i>Bertlyn Play Play</i>.</p> <p>Annotation ✓ and ✓+ for correct response</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • time consuming • sampling errors can have a big impact on results and lead to bad decisions • different data addresses different things but impossible to get the total picture <p>1 mark for each correct identification plus 1 mark for extension of advantage or disadvantage.</p>		
(d)	<p>The Bertlyn Play Ltd company website <i>Bertlyn Play Ltd</i> could have a specific area of their website to promote the goods that the European schools and play market would buy (1) this could be in the specific language of the country which would give the users a feeling that the business values them (1)</p> <p>Targeted Mail shots After the market research <i>Bertlyn Play Ltd</i> can send targeted mail shots advertising popular items to those European schools and play market who would most likely buy their products (1) this is an effective method as the mail shots will go to the most likely consumers. (1)</p> <p>Up to 2 marks in the context of <i>Bertlyn Play Ltd</i> and or educational and/or play toys.</p>	4	<p>AO2</p> <p>Annotation ✓ (1 mark) and ✓⁺ and CONT (2 marks) for correct response</p> <p>Response must be applied in the context of the proposed European expansion</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
2	(e)*	<p>Indicative content to be included in the press release is:</p> <ul style="list-style-type: none"> • <i>Bertlyn Play Ltd</i> is the largest toy maker in the UK • <i>Bertlyn Play Ltd</i> address is Playground House, Waddleton, WE57 8PL • Producer of high quality play items; educational and purely play • Items priced from £10.99 to £400.00 • Examples are outdoor and indoor games such as chess and draughts. • Contact Shianne Boome the Marketing and Sales Director for more information • Free Catalogue available from <i>Bertlyn Play Ltd</i> <p>For the Press Release to be perfect it must have this structure:</p> <ul style="list-style-type: none"> • a heading • date • coherent layout and at least two paragraphs • PLUS the suitable grammar, punctuation and spelling expected at Level 3. 	6	<p>Level 3</p> <p>5 marks Candidate produces a press release with all the correct information, has no more than two SPAG errors and includes all three structure characteristics.</p> <p>6 marks Candidate produces a professional press release with all the correct information. Structure of the press release must be perfect.</p> <p>Level 2</p> <p>3 marks Candidate produces a press release with at least three L1 marks with a heading and/or two paragraphs.</p> <p>4 marks Candidate produces a press release at least three L1 marks with a heading and two paragraphs.</p> <p>Level 1</p> <p>1 mark candidates identifies up to 2 correct items which should be included in the press release.</p> <p>2 marks candidates identifies over 2 correct items which should be included in the press release.</p>	<p>Annotation: L1, L2, L3</p> <p>Level 3: (5–6 marks)</p> <p>Candidate produces a professional press release with all the relevant information.</p> <p>Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.</p> <p>Level 2 (3–4 marks)</p> <p>Candidate picks the correct items of information but does not present the press release in a professional manner.</p> <p>Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate business terminology is used.</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p><i>Bertlyn Play Ltd</i> Press Release Exam Date</p> <p>Driving the European Dream</p> <p>Bertlyn Play Ltd is one of the largest toy makers in the UK and is now ready to let the European public have the opportunity to purchase these innovative and exciting products.. They are proud of the high quality of educational and play toys they produce for UK schools. They have a range of indoor and outdoor games such as chess and draughts which are priced from £10.99 to £400.00.</p> <p>For more details about these fantastic products contact Shianne Boome, the Marketing and Sales Director, of Bertlyn Play Ltd at Playground House, Waddleton, WE57 8PL or request a free catalogue on BPL@jotmail.org.</p>			<p>Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.</p> <p>Level 1 (1–2 marks)</p> <p>Candidate identifies the correct items to be used in the press release.</p> <p>Candidate shows ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</p> <p>0 marks = no response or response OR content of the list is merely copied. To gain credit there must be some evidence of ranking.</p>

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3 (a)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: center;"><i>Bertlyn Play Ltd</i></th> </tr> <tr> <th colspan="7" style="text-align: center;">European expansion cash flow Forecast</th> </tr> <tr> <th style="text-align: left;">Income</th> <th>Jul-12</th> <th>Aug-12</th> <th>Sep-12</th> <th>Oct-12</th> <th>Nov-12</th> <th>Dec-12</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>2100</td> <td>5400</td> <td>9000</td> <td>12000</td> <td>21000</td> <td>36000</td> </tr> <tr> <td>Total</td> <td>2100</td> <td>5400</td> <td>9000</td> <td>12000</td> <td>21000</td> <td>36000(1)</td> </tr> <tr> <td colspan="7">Expenditure</td> </tr> <tr> <td>Raw Materials</td> <td>700</td> <td>1800</td> <td>3000</td> <td>4000</td> <td>7000</td> <td>12000</td> </tr> <tr> <td>Rent and Rates</td> <td>700</td> <td>700</td> <td>700</td> <td>700</td> <td>700</td> <td>700</td> </tr> <tr> <td>Utility Bills</td> <td>550</td> <td>550</td> <td>550</td> <td>550</td> <td>550</td> <td>550</td> </tr> <tr> <td>Advertising</td> <td>5000</td> <td>2000</td> <td>2000</td> <td>2000</td> <td>2000</td> <td>2000</td> </tr> <tr> <td>Transport Costs</td> <td>500</td> <td>1350</td> <td>2250</td> <td>3000</td> <td>5250</td> <td>9000</td> </tr> <tr> <td>Wages</td> <td>5000</td> <td>5000</td> <td>5000</td> <td>5000</td> <td>5000</td> <td>5000</td> </tr> <tr> <td>Translator Services</td> <td>3900</td> <td>900</td> <td>900</td> <td>900</td> <td>900</td> <td>900</td> </tr> <tr> <td>Total</td> <td>16350(1)</td> <td>12300</td> <td>14400</td> <td>16150</td> <td>21400</td> <td>30150(1)</td> </tr> <tr> <td>Income - Expenditure</td> <td>-14250</td> <td>-6900</td> <td>-5400</td> <td>-4150</td> <td>-400</td> <td>5850</td> </tr> <tr> <td>Opening Balance</td> <td>10000</td> <td>-4250(1) OFR</td> <td>-11150</td> <td>-16550</td> <td>-20700</td> <td>-21100(1)</td> </tr> <tr> <td>Closing Balance</td> <td>-4250(1)</td> <td>-11150</td> <td>-16550</td> <td>-20700</td> <td>-21100</td> <td>-15250(1) OFR</td> </tr> </tbody> </table> <p>1 mark for correct identification.</p>	<i>Bertlyn Play Ltd</i>							European expansion cash flow Forecast							Income	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Sales	2100	5400	9000	12000	21000	36000	Total	2100	5400	9000	12000	21000	36000(1)	Expenditure							Raw Materials	700	1800	3000	4000	7000	12000	Rent and Rates	700	700	700	700	700	700	Utility Bills	550	550	550	550	550	550	Advertising	5000	2000	2000	2000	2000	2000	Transport Costs	500	1350	2250	3000	5250	9000	Wages	5000	5000	5000	5000	5000	5000	Translator Services	3900	900	900	900	900	900	Total	16350(1)	12300	14400	16150	21400	30150(1)	Income - Expenditure	-14250	-6900	-5400	-4150	-400	5850	Opening Balance	10000	-4250(1) OFR	-11150	-16550	-20700	-21100(1)	Closing Balance	-4250(1)	-11150	-16550	-20700	-21100	-15250(1) OFR	8	AO1 AO2 Annotation : ✓ Look for OFR
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Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)*	<p>Indicative Content</p> <p>Candidates need</p> <ul style="list-style-type: none"> to use the figures from the CFF accurate trends must be included e.g. transport costs have risen from £500 to £9000. These trends must be analysed to get into Level 3 and have a linked and justified judgement to get to 7 or 8 marks Other relevant information could be linked to knowledge gained in some of other units e.g. A241 external influences. <p>The closing balance has got worse (L1) from £-4250 to £-15250 which is mostly due to rising costs (L2), for example, the costs for transport rise from £500 to £9000 which is due to increased production and the need to get the goods to Europe. (L3) Even though sales have risen (L1) from £2100 to £36000 in 6 months and the net cash flow is positive the closing balance is falling to a more negative figure (L3). I do not think that it is a good idea for <i>Bertlyn Play Ltd</i> to expand to Europe because in a recession it may be a good idea to shelve the expansion until a later date (L3)</p>	8	<p>Level 3</p> <p>L3 – 5 marks Candidate analyses one aspect of the CFF in connection with the proposed European expansion.</p> <p>L3 – 6 marks Candidate analyses two or more aspects of the CFF in connection with the proposed European expansion.</p> <p>CANNOT access these marks if there is a mention of Profit or loss in the body.</p> <p>L3 – 7 marks Response must</p> <ul style="list-style-type: none"> Feature a judgement Be justified Linked to one accurate analysis from the cash flow. In context of the proposed European expansion <p>L3 – 8 marks Response must</p> <ul style="list-style-type: none"> Feature a judgement Be justified Linked to two or more accurate analyses from the cash flow AND to include analysis of other relevant information to develop the argument In context of the proposed European expansion 	<p>Annotation : L1 L2 L3 CONT and ✓+?</p> <p>Level 3: (5–8 marks)</p> <p>Candidate makes reasoned judgments and presents appropriate conclusions about whether the European expansion will be successful.</p> <p>Note: If candidate only analyses with no appropriate conclusions, a maximum six marks can be awarded.</p> <p>Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
					<p>Level 2</p> <p>3 marks candidates explains the reasons for one trend on the CFF OR uses one trend to explain whether the CFF may or may not help make the decision regarding the European expansion.</p> <p>4 marks candidates explains the reasons for two or more trends on the CFF OR uses two trends or more to explain whether the CFF may or may not help make the decision regarding the European expansion.</p> <p>Level 1</p> <p>1 mark candidates identifies one trend from the CFF OR piece of knowledge about the cash flow.</p> <p>2 marks candidates identify two or more trends OR two pieces of knowledge about the cash flow.</p> <p>Level 2 and 3 must use <i>Bertlyn Play Ltd</i> as the context.</p> <p>OFR should be looked for if the figures in 3a are incorrect.</p>	<p>Level 2 (3–4 marks)</p> <p>Candidate applies knowledge of how the CFF can be used to help make a decision about the European expansion.</p> <p>Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate business terminology is used. Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.</p> <p>Level 1 (1–2 marks)</p> <p>Candidate shows ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</p> <p>0 marks = no response or response does not address the question.</p>

Question		Answer	Marks	Guidance
3	(c)	<p>Examination date (1) Payee – Wilmington Wood Supplies (1) Amount in words and numbers match - £1700.34 (1) No signature (1)</p> <p>1 mark for correct identification</p>	4	<p>AO2</p> <p>Annotation : ✓</p> <p>Candidates must not be given credit for ignoring this question therefore the signature can only be given credit if the rest of the cheque has been partially completed</p>
	(d)	<p>Cash Debit card Credit card Direct Debit BACS/Bank Transfer/Giro Credit/Credit Transfer Bankers Draft Online/Internet/telephone banking</p> <p>1 mark for correct identification</p>	3	<p>AO1</p> <p>NOT cheque</p> <p>No Card/Postal Order/credit note</p> <p>Annotation : ✓ for correct response</p>
	(e)	<p>Cheque needs to be authorised by Amir Khan so that he can check that there are no mistakes. (1) If the totals did not match or not signed then the cheque could not be cashed by Wilmington Wood Supplies (1) and this could lead to a break down in relationships between the two businesses.(1)</p> <p>1 mark for reason and a further 2 marks for the effects to <i>Bertlyn Play Ltd</i> being explained</p>	3	<p>AO2</p> <p>Important that the candidate's response relates to <i>Bertlyn Play Ltd</i>.</p> <p>Response must be about signing the cheque and not paying.</p> <p>Annotation : any combinations of ✓ and ✓⁺ up to 3 marks</p>

Question		Answer	Marks	Guidance
4	(a)	<p>Foreign language brochures/leaflets Price lists Component lists Website Newsletter/flyer Email Phone Apps Visits to European customers by sales men</p> <p>1 mark correct identification.</p>	2	<p>AO1</p> <p>Annotation : ✓</p>
	(b)	<p>Giving advice (1) <i>Bertlyn Play Ltd</i> could give advice to customers about the suitability of their toys for a particular age (1) this will allow customers to buy products which are specific to their needs.(1)</p> <p>Delivery of Goods (1) <i>Bertlyn Play Ltd</i> will deliver the goods purchased this will allow them to make sure that they arrive at the correct destination (1) and also if they deliver free of charge the customers will feel that they are getting good value for money. (1)</p> <p>1 mark for aspect of customer service. Up to two marks for the application of the knowledge of customer service.</p>	6	<p>AO1 AO2</p> <p>NOT Sales Promotion</p> <p>Response should be How or Why the customer service is being provided.</p> <p>Annotation : ✓ and ✓ and ✓+for correct response</p>

Question	Answer	Marks	Guidance
(c)	<p>Investigate the problem as this seems to be serious if 70 customers have reported the same defect (1) and then organise a product recall probably through a newspaper advertisement (1) This could be a problem for the production functional area as they are responsible for the making of the goods and they need to investigate the purchasing of substandard materials and the making of the goods (1). Customer Service is also needed to investigate whether the complaints are correct by liaising with other functional areas.(1) They may need to sort out some financial recompense with the financial functional area so they can pay some compensation to the complainants. (1)</p> <p>1 mark for each correct action and/or further 1 mark for extension(s)</p>	4	<p>AO2 AO3</p> <p>Crux is that the response should be how the customer satisfaction could be maintained or repaired.</p> <p>Annotation : any combinations of ✓ and ✓+ up to 3 marks</p>
5	<p>(a)</p> <p>Axles – batch or cell (1) Axles are needed each day but they are different sizes of batch production in the most appropriate type of production. (1) <i>Bertlyn Play Ltd</i> cannot be without axles so they need to be constantly available (1)</p> <p>Jigsaws – job (1) Job production is one off production (1) and this is appropriate for the jigsaws as these are one off items and are made to order/individual people as when they are required (1)</p> <p>1 mark for method of production. 1 mark for explanation plus 1 mark for extension in context</p>	6	<p>AO1 AO2</p> <p>Method wrong then if correct explanation then only 1 mark.</p> <p>Annotation : ✓ and ✓+</p> <p>Cell production is correct provided the explanation is in context.</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)*	<p>Indicative Content</p> <p>Advantages</p> <ul style="list-style-type: none"> • Can work 24 hours a day every day • Not as many workers so costs will be cut • Will not get bored and this avoids potential industrial unrest. • Faster working speed • Greater safety • Savings because of faster speed and safety. <p>Disadvantages</p> <ul style="list-style-type: none"> • Expensive to buy • Need to train maintenance staff • Do not guarantee results as no human initiative • Employees will need retraining to programme the computers <p>If <i>Bertlyn Play Ltd</i> started to use robots on the production line this could save them money (L1) as they would not have to employ manufacturing workers (L2) and this would reduce the wages bill (L3) However, the robots will be expensive to buy (L1) in the beginning and the business will need to have the capital to invest. (L2) If <i>Bertlyn Play Ltd</i> do use only robots this could make them</p>	8	<p>Level 3</p> <p>5 marks Candidates analyses benefits AND/OR drawbacks of the impact of robots on the production process at <i>Bertlyn Play Ltd</i>.</p> <p>6 marks Candidates analyses benefits AND drawbacks of the impact of robots on the production process at <i>Bertlyn Play Ltd</i>.</p> <p>7marks Candidate make a judgment about the impact of robots on the production process at <i>Bertlyn Play Ltd</i>.</p> <p>8 marks Candidate make a judgment about the impact of robots on the production process at <i>Bertlyn Play Ltd</i>. AND also compares this to the possibility of manual production.</p> <p>Level 2</p> <p>3 marks candidates explain benefits OR drawbacks of robots being used in the production process</p> <p>4 marks candidates explain benefits AND drawbacks of robots being used in the production process</p>	<p>Annotation : L1 L2 L3 CONT and ✓+?</p> <p>Level 3: (5–8 marks)</p> <p>Candidate makes a reasoned judgment about the impact of robots on the production process.</p> <p>Note: If candidate only analyses with no appropriate conclusions, a maximum five marks can be awarded.</p> <p>Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.</p> <p>Level 2 (3–4 marks)</p> <p>Candidate explains the benefits and drawbacks using robots on the production line.</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>unpopular in the local area (L1) as it could mean higher unemployment (L2). Also one of the factors that may attract customers to the play products of <i>Bertlyn Play Ltd</i> is that they are assembled by hand made and they may stop buying if they find that they are merely made by machine. (L2). I think that it is a good idea for <i>Bertlyn Play Ltd</i> use robots as it will mean that they will be more productive than by manual production and because of this costs could fall after the initial investment in the robots (L3)</p>		<p>Level 1</p> <p>1 mark candidates identify benefits OR drawbacks of robots being used in the production process</p> <p>2 marks candidates identify benefits AND drawbacks of robots being used in the production process</p> <p>Level 3 must use <i>production</i> in a manufacturing business as the context.</p>	<p>Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate business terminology is used. Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.</p> <p>Level 1 (1–2 marks)</p> <p>Candidate identifies the benefits and drawbacks of using robots on the production line.</p> <p>Candidate shows ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</p> <p>0 marks = no response or response does not address the question.</p>

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