



General Certificate of Secondary Education

Business Studies 3133

Specification B

3133/3H

Mark Scheme

2006 examination – June series

Mark schemes are prepared by the Principal Examiner and considered, together with the relevant questions, by a panel of subject teachers. This mark scheme includes any amendments made at the standardisation meeting attended by all examiners and is the scheme which was used by them in this examination. The standardisation meeting ensures that the mark scheme covers the candidates' responses to questions and that every examiner understands and applies it in the same correct way. As preparation for the standardisation meeting each examiner analyses a number of candidates' scripts: alternative answers not already covered by the mark scheme are discussed at the meeting and legislated for. If, after this meeting, examiners encounter unusual answers which have not been discussed at the meeting they are required to refer these to the Principal Examiner.

It must be stressed that a mark scheme is a working document, in many cases further developed and expanded on the basis of candidates' reactions to a particular paper. Assumptions about future mark schemes on the basis of one year's document should be avoided; whilst the guiding principles of assessment remain constant, details will change, depending on the content of a particular examination paper.

Higher Tier

Broad Principles

- Most questions have a levels mark scheme, some have up to four levels, some up to three and some up to two.
- In all levels mark schemes, examiners must start at the top level and use the level descriptor to see if the candidate response matches that descriptor. If the response does not match the descriptor, examiners should move down to the next level until the appropriate descriptor is matched by the candidate response.
- Once the correct level has been identified, examiners will also have to decide which mark to award within that level. This will be done by using the level descriptor, any further guidance and where applicable the exemplar responses. At its simplest, this will require the examiner to decide if the candidate is operating at the top, middle or bottom of a level that has three marks available to be awarded.
- Examiners should take great care, when using the range of marks for each level, to award the right number of marks for each response.
- For most questions a list of possible points is included in the mark scheme. This is not intended to be a comprehensive list. Nor is the wording deemed to be the only acceptable form for which marks may be awarded. Examiners will need to use their judgment as to whether a point made by the candidate is relevant to the question. Team leaders may be used for advice where examiners are unable to make such a decision.

1**Total for this question: 34 marks**

(a) Explain what is meant by the term target market

(4 marks)

Possible answers include:

- the market into which a business aims to sell (1);
- a group of consumers with similar needs (1) or likes (1);
- a group of potential customers (1) who have been identified (1);
- this can be called a market segment (1).

Level 1 Statement of Knowledge**Straight copying of case study material and limited understanding is shown.**

The candidate gives four listed points. (4 marks)

The candidate gives one listed point. (1 mark)

A typical example might read as follows:

‘A target market is the group of possible customers (1) that have been chosen by the producers (1) based on their market research (1) for example the target market for gameboys is teenage youths (1).’

‘The target market is the market which the business is targeting’ (1 mark).

NB Max of two examples at (1 mark) each.

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|--|
| (b) Explain why the milk producers would want to identify a target market before launching a £3m campaign. (9 marks) |
|--|

Possible answers include:

- they want to know as much as they can about their potential customers in order to reduce the risk of trying to sell them the wrong goods or at the wrong price or advertise in the wrong places;
- they will be able to save money by targeting their spending more accurately;
- they will be able to spend the £3m more effectively;
- examples of how they might spend the £3m more effectively if they know it is teenage girls they want to attract;
- they cannot hope to produce advertisements (or any part of the marketing mix) with universal appeal;
- £3m may be a very large amount of money for them to spend and they must spend it wisely;
- they cannot do this type of campaign very often so must get it right.

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. The candidate effectively applies business terms/concepts to address the situation like that of the milk producers. Data is correctly interpreted and analysed. At least one reason relates to the cost or scale of the campaign. (9–7 marks)

The candidate fully explains two reasons why the milk producers would want to identify a target market before launching a £3m campaign, including reference to either the cost or the scale of the campaign. (9 marks)

Either two reasons simply explained or one reason well explained. (8 marks)

The candidate simply explains one reason why the milk producers would want to identify a target market before launching a £3m campaign, including reference to either the cost or the scale of the campaign. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible reasons for a group like the milk producers to identify a target market. (6–4 marks)

The candidate describes well two reasons why they should identify a target market but not related to the cost or scale of the campaign. (6 marks)

Either one reason well described or two reasons simply described. (5 marks)

The candidate simply describes one reason why they should identify a target market but not related to the cost or scale of the campaign. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed points are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate gives three listed reasons for identifying a target market. (3 marks)

The candidate gives one listed reason for identifying a target market. (1 mark)

- (c) The milk producers are already using advertising and giving away samples in supermarkets. Explain what **other** elements of the marketing mix might be effective in encouraging teenage girls to consume more milk products. Justify your choices. (12 marks)

Possible answers include:

Product

- Trying to develop other flavours of yogurt or milk that will appeal to the target market, eg lemon meringue yogurt.
- Selling in different size containers.
- Built in cooling system so that it remains chilled.

Pricing

Reward any pricing strategy argued.

- Loss leaders.
- Skimming/creaming.

Packaging

- More colourful.
- More environmentally friendly.
- Improved.

Placement or methods of distribution

- Through vendors at schools or colleges.
- Yogurt deliveries with milk to the home.

Conclusions do not have to be at the end of the candidate's answer. Be prepared to reward reasoned judgements made within the body of the response.

Level 4 Evaluation

The candidate makes a conclusion or reasoned judgement from logical evaluation of the evidence in the case study and using business studies knowledge and terminology correctly. Judgements about the decision made must be based on and justified by a thorough weighing up of the different aspects of a marketing mix for a group like the milk producers. (12-9 marks)

Candidates must discuss three distinct elements of the marketing mix correctly and justifications given as to why they would be effective for a market like teenage girls.

The candidate discusses three distinct elements of the marketing mix correctly and a justification is given as to why each element would be effective for a market like teenage girls. (12 marks)

The candidate discusses three distinct elements of the marketing mix correctly and a justification is given as to why one element would be effective for teenage girls. (9 marks)

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation of someone like that of the milk producers. Candidates are discussing the different elements of the marketing mix but either no judgement is made or the judgement is based on insufficient discussion and evaluation. (8-7 marks)

Candidates must discuss distinct elements of the marketing mix correctly.

The candidate discusses three distinct elements of the marketing mix correctly. (8 marks)

The candidate discusses two distinct elements of the marketing mix correctly. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the elements of the marketing mix for a group like the milk producers. (6-4 marks)

They must discuss the method of marketing correctly (although it does not have to be a named element of the marketing mix).

The candidate gives a clear description of a method of encouraging teenage girls to consume milk products. (6 marks)

The candidate gives a basic description of one method of encouraging teenage girls to consume more milk products. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed points are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate gives three methods of encouraging teenage girls to consume more milk products. (3 marks)

The candidate gives a method of encouraging teenage girls to consume more milk products. (1 mark)

(d) Describe the advantages to milk producers of joining together for the marketing of their products. (9 marks)

Possible answers include:

- can afford to employ specialists in marketing;
- can develop expertise in marketing;
- individual producers do not have the time or skills to market their own products;
- it would be too expensive to try and market milk products in this way for small producers;
- small producers could not afford to spend £3m;
- can commission market research;
- can share expertise and knowledge;
- can support each other;
- have similar problems to each other.

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like the milk producers. Candidates give reasons for joining together including reference to either the cost or scale of the marketing campaign. (9-7 marks)

The candidate fully explains two reasons why milk producers would want to join together for the marketing of their products. At least one reason relates to the cost or potential scale of the marketing. (9 marks)

Either one reason well explained or two simply explained. (8 marks)

The candidate simply explains one reason why milk producers would want to join together for the marketing of their products. The reason relates to the cost or potential scale of the marketing. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible reasons for a group like the milk producers to join together for the marketing of their products. (6-4 marks)

The candidate describes well two reasons why they should join together for the marketing of their products but not related to either the cost or scale of the marketing. (6 marks)

Either one reason well described or two reasons simply described. (5 marks)

The candidate simply describes one reason why they should join together for the marketing of their products but not related to either the cost or scale of the marketing. (4 marks)

Level 1 **Statement of Knowledge**

Straight copying of case study material and limited understanding is shown. Listed advantages are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. **(3-1 marks)**

The candidate gives three listed advantages to the milk producers of joining together. (3 marks)

The candidate gives an advantage to the milk producers of joining together. (1 mark)

2

Total for this question: 66 marks

- (a) Describe the most important factors to consider when deciding upon the location of a golf club. Explain and justify which you think would have been the most important factor for Glackin Glade Golf Club. (12 marks)

Possible answers include:

From the case study:

- A large enough site (150 acres).
- Not near any competition.
- Room to expand.
- Near enough to people (medium sized town) for customers and employees.
- A site with outbuildings which could be developed.

Other possible factors:

- Near to other tourist attractions.
- Near to other towns.
- In an area known for good weather conditions.
- Not near unsightly buildings etc.

Conclusions do not have to be at the end of the candidate's answer. Be prepared to reward reasoned judgements made within the body of the response.

Level 4 Evaluation

The candidate makes a conclusion or reasoned judgement from logical evaluation of the evidence in the case study and using business studies knowledge and terminology correctly. Judgements about the decision made must be based on and justified by a thorough weighing up of at least two factors when deciding upon a location for a business like Glackin Glade Golf Club. (12-10 marks)

The candidate makes a reasoned, justified conclusion about the most important factor, based upon a clear explanation of at least two important factors, one of which is from the case study regarding the location of a golf club. (12 marks)

The candidate makes a simple conclusion about the most important factor, based upon a clear explanation of at least two important factors, one of which is from the case study regarding the location of a golf club. (11 marks)

The candidate makes a decision about the most important factor, based upon a clear explanation of at least two factors, one of which is from the case study regarding the location of a golf club. (10 marks)

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like Glackin Glade Golf Club. Candidates are comparing the factors to consider when deciding upon the location of a similar business but either no justified judgement is made or the judgement is based on insufficient discussion and evaluation. (9-7 marks)

Factors must be correctly described.

The candidate makes a clear explanation of at least two important factors, one of which must be from the case study regarding the location of a golf club. (9 marks)

The candidate gives a clear explanation of one important factor which must be from the case study, regarding the location of a golf club. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible factors for a business like Glackin Glade Golf Club. (6-4 marks)

The candidate gives a simple description of any three factors in the location of a golf club. (6 marks)

The candidate gives a simple description of any two factors in the location of a golf club. (5 marks)

The candidate gives a simple description of one factor in the location of a golf club. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed factors are given, either suggested by the data or from the candidate's ideas, but with no additional description or explanation.

Mark at (1 mark per listed factor to a max of (3 marks). (3-1 marks)

- (b) Explain how using a SWOT analysis could help Phil decide whether to go ahead with his plans to modernise and expand the hotel. (9 marks)

Possible answers include:

- by looking at strengths, weaknesses, opportunities and threats less likely to make a mistake/reduces risk;
- find out negative aspects of the hotel that would prevent the plans working well;
- find out negative aspects that face the business, for example a decline in the popularity of golf or that particular area;
- find out what the golf club does well so can build upon it;
- find out what is happening in the area that might make the hotel more successful in the future.

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like Glakin Glade Golf Club. (9-7 marks)

At least one reason relates to the scale of expansion.

The candidate fully explains how all four aspects of the SWOT analysis would help with the decision to modernise and expand the hotel. At least one reason relates to the scale of the expansion and the need to reduce risk. (9 marks)

The candidate gives a detailed explanation of how the SWOT analysis would help with the decision to modernise and expand the hotel. The SWOT, however, might be approached holistically and not broken down into its parts. At least one reason relates to the scale of the expansion or the need to reduce risk. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible reasons for a business like Glakin Golf Club. (6-4 marks)

The candidate explains how three aspects of the SWOT analysis would help with the decision to modernise and expand the hotel. (6 marks)

The candidate explains how two aspects of the SWOT analysis would help with the decision to modernise and expand the hotel. (5 marks)

The candidate explains how a SWOT analysis would help with the decision to modernise and expand the hotel. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed reasons are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate lists three aspects of the SWOT analysis that might be helpful to Phil. (3 marks)

The candidate lists an aspect of the SWOT analysis that might be helpful to Phil. (1 mark)

(c) Glackin Glade Golf Club Ltd is considering two options in order to finance the development.

- Obtaining a Mortgage
- Using a combination of selling some surplus land and using retained profit

Compare the advantages and disadvantages of both of these options. Explain and justify which you think would be the best method. (12 marks)

Mortgage

Advantages	Disadvantages
Specialist form of finance.	Available on property.
Can be fixed or variable rate of interest.	Interest to pay over a number of years.
Can be budgeted for.	Capital borrowed needs to be paid back.
Can be spread over a large number of years.	Detailed business plan needed which is time consuming to complete.

Owners funds/retained profit

Advantages	Disadvantages
No interest to be paid.	May not be enough.
May be available quickly.	May be needed for a rainy day.
Does not need paying back.	

Selling surplus land

Advantages	Disadvantages
No interest to be paid.	May not be enough land/money/interest from buyers.
May be available quite quickly.	May be needed for a rainy day.
Does not need paying back.	May spoil outlook of club (land may be built on etc).
	May not get planning permission for land.

Conclusions do not have to be at the end of the candidate’s answer. Be prepared to reward reasoned judgements made within the body of the response.

Level 4 Evaluation

The candidate makes conclusions or reasoned judgements from logical evaluation of the evidence in the case study and using business studies knowledge and terminology correctly. Judgements about the decision made must be based on and justified by a thorough comparison and weighing up of the advantages and disadvantages of different sources of finance to a business like Glakin Glad Golf Club. (12 – 9 marks)

Logical judgements are made and justified based on clear evidence of weighing up and comparing the advantages and disadvantages of the two methods of raising finance. At least one advantage and one disadvantage of the methods of raising finance, plus one additional advantage and one additional disadvantage of a method of raising finance is required. There is a distinct reference to the combination of selling surplus land and using retained profits. (12 marks)

Simple judgement is made based on some comparison of the advantages and disadvantages of the methods of raising finance. At least one advantage and one disadvantage of both methods of raising finance is given. The advantage and disadvantage of selling surplus land and using retained profits may be taken together. (9 marks)

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like Glakin Glade Golf Club. Candidates are comparing the advantages and disadvantages of two methods of raising finance but either no justified judgement is made or the judgement is based on insufficient discussion and evaluation. (8-7 marks)

Clear, good analysis - based on the selection of appropriate information from the case study and effective application of business concepts that compares the advantages and/or disadvantages of the methods of raising finance. No judgement made. At least one advantage and one disadvantage of each method of raising finance, plus one additional advantage and one additional disadvantage of methods of raising finance is required. The advantage and disadvantage of selling surplus land and using retained profits may be taken together. (8 marks)

Some analysis - based on the selection of some appropriate information from the case study and including reasonably effective application of business concepts to the situation that compares the advantages and/or disadvantages of the two methods of raising finance. No judgement made. At least one advantage and one disadvantage of each methods of raising finance is given. The advantage and disadvantage of selling surplus land and using retained profits may be taken together. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible advantages or disadvantages of two suitable methods of finance for a business like Glakin Glade Golf Club. No comparison is made at this level. (4-6 marks)

Effective and accurate application of sound relevant business knowledge and understanding. Describing at least one advantage and one disadvantage of both methods of raising finance. No comparison. (6 marks)

Some use and application of relevant business knowledge and understanding of the methods of raising finance. Describing one advantage and one disadvantage of one of the methods of raising finance raising finance. No comparison. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed advantages and disadvantages are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate gives three listed advantages or disadvantages of either of the methods of raising finance. (3 marks)

The candidate gives an advantage or disadvantage of a method of raising finance. (1 mark)

- (d) Describe the possible advantages and disadvantages of team working at Glackin Glade Golf Club Ltd. Explain and justify whether they should continue with this method of working. (12 marks)

Possible answers include:

Advantages

- more efficient;
- morale improved because staff are happier;
- more motivated staff;
- able to swap jobs and cover sickness and holidays;
- help each other, come up with ideas etc;
- lower turnover of staff.

Disadvantages

- people are less specialist;
- having to do jobs that they are not trained for;
- demand more pay.

Conclusions do not have to be at the end of the candidate’s answer. Be prepared to reward reasoned judgements made within the body of the response.

Level 4 Evaluation

The candidate makes conclusions or reasoned judgements from logical evaluation of the evidence in the case study and using business studies knowledge and terminology correctly. Judgements about the decision made must be based on and justified by a weighing up of the advantages and disadvantages of team working in a business like Glackin Glade Golf Club. (12–9 marks)

A statement needs to be made as to why team working is needed (or not) which goes beyond just what it is. An example would be:

‘If you don’t use team working then when someone like the hotel manager is away on holiday it will be harder for someone to take responsibility to accept a large booking.’

The candidate makes a reasoned judgement based on describing the 2 advantages with 2 disadvantages of team working and justifies whether it should continue. (12 marks)

The candidate makes a judgement as to whether team working should continue based on describing 2 advantages with 2 disadvantages of team working. (9 marks)

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like Glakin Glade Golf Club. Candidates are describing the advantages and disadvantages of team working but either no justified judgement is made or the judgement is based on insufficient discussion and evaluation. (8-7 marks)

The candidate fully describes two advantages and two disadvantages of team working. (8 marks)

The candidate describes two advantages and two disadvantages of team working for Glackin Glade Golf Club. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible advantages and disadvantages of team working in a business like Glakin Glade Golf Club. (6-4 marks)

The candidate describes an advantage and a disadvantage of team working for Glackin Glade Golf Club. (6 marks)

The candidate describes an advantage or disadvantage of team working for Glackin Glade Golf Club. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed advantages and disadvantages are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate lists three advantages or disadvantages of team working. (3 marks)

The candidate lists an advantage or disadvantage of team working. (1 mark)

- (e) Discuss the benefits to both Phil and the Golf Club as a whole, of appointing a separate Hotel Manager. Explain whether these benefits will outweigh the disadvantages. (12 marks)

Possible answers include:

Advantages:

- hotel expanding;
- specialist job to take the hotel forward;
- able to specialise so more efficient;
- trained in that particular line of work so more likely to be successful;
- experience;
- more motivated.

Disadvantages:

- cost of advertising and recruitment;
- long term cost of salary;
- person may not have any understanding of golf side of things.

Conclusions do not have to be at the end of the candidate's answer. Be prepared to reward reasoned judgements made within the body of the response.

Level 4 Evaluation

The candidate makes conclusions or reasoned judgements from logical evaluation of the evidence in the case study and using business studies knowledge and terminology correctly. Judgements about the decision made must be based on and justified by a thorough comparison and weighing up the advantages and disadvantages of appointing a separate Hotel Manager. (12– 9 marks)

The candidate makes a reasoned judgement based on comparing the two advantages with two disadvantages for both Phil and Glackin Glade Golf Club of appointing a separate Hotel Manager. (12 marks)

The candidate makes a judgement based on comparing two advantages with two disadvantages for both Phil and Glackin Glade Golf Club of appointing a separate Hotel Manager. (9 marks)

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation like Glackin Glade Golf Club. Candidates are comparing the advantages with the disadvantages of appointing a separate Hotel Manager but either no justified judgement is made or the judgement is based on insufficient discussion and evaluation. (8-7 marks)

The candidate fully compares two advantages and two disadvantages to both Phil and Glackin Glade Golf Club of appointing a separate Hotel Manager. (8 marks)

The candidate compares an advantage with a disadvantage to both Phil and Glackin Glade Golf Club of appointing a separate Hotel Manager. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the appointment of a separate manager. No comparison is made at this level. (6-4 marks)

The candidate describes an advantage and a disadvantage of appointing a separate Hotel Manager for Phil or Glackin Glade Golf Club. (6 marks)

The candidate describes an advantage or disadvantage of appointing a separate Hotel Manager for Phil or Glackin Glade Golf Club. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed points are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

The candidate lists three advantages or disadvantages of appointing a separate Hotel Manager. (3 Marks)

The candidate lists an advantage or disadvantage of appointing a separate Hotel Manager. (1 mark)

- (f) Explain what should be included in an induction programme for the new Hotel Manager. (9 marks)

Possible answers should not be job specific but may include:

- location of facilities for customers and workers, eg toilets etc;
- health and safety, including fire procedures;
- meeting key personnel;
- information about the golf club;
- plan of golf club;
- methods of remuneration;
- what will be expected of the manager, eg style of dress etc.

Level 3 Selection/Organisation/Analysis/Interpretation

Information has been selected from the case study. Data is correctly interpreted and analysed so that the candidate effectively applies business terms/concepts to address the situation of someone like Glakin Glade Golf Club. Candidates explains the need for aspects of an induction programme for someone like a Hotel Manager. (9-7 marks)

The candidate fully explains the **need** for at least two aspects of an induction programme for someone like the new hotel manager. (9 marks)

Either simply explain two aspects or fully explains one aspect. (8 marks)

The candidate simply explains the **need** for one aspect of an induction programme for someone like the new hotel manager. (7 marks)

Level 2 Application of Knowledge and Understanding

Business studies knowledge is used and applied to the case study. Relevant points are made describing the possible items included in an induction programme for someone like a new hotel manager. (6-4 marks)

The candidate simply describes three items on an induction programme for the new hotel manager. (6 marks)

The candidate simply describes two items on an induction programme for the new hotel manager. (5 marks)

The candidate simply describes one item of content of an induction programme for the new hotel manager. (4 marks)

Level 1 Statement of Knowledge

Straight copying of case study material and limited understanding is shown. Listed items are given, either as suggested by the data or from the candidates' ideas, but with no additional description or explanation. (3-1 marks)

Mark at (1 mark) per listed item to a max of (3 marks). (3-1 marks)

Marking Criteria for Quality of Written Communication

High performance	Candidates spell, punctuate and use the rules of grammar with almost faultless accuracy, deploying a range of grammatical constructions. They use a wide range of specialist terms adeptly and with precision.	5 - 4 marks
Intermediate performance	Candidates spell, punctuate and use the rules of grammar with considerable accuracy. They use a good range of specialist terms with facility.	3 - 2 marks
Threshold performance	Candidates spell, punctuate and use the rules of grammar with reasonable accuracy. They use a limited range of specialist terms appropriately.	1 mark
Below threshold performance	Candidates do not meet the threshold performance criteria.	0 marks