



NCFE Level 1/2 Technical Award in Business and Enterprise (603/2955/5)

Sample 2018

Unit 01 Introduction to business and enterprise

Mark Scheme

Version 1

SAMPLE

This mark scheme has been written by the Assessment Writer and refined, alongside the relevant questions, by a panel of subject experts through the external assessment writing process and at standardisation meetings.

The purpose of this mark scheme is to give you:

- examples and criteria of the types of response expected from a learner
- information on how individual marks are to be awarded
- the allocated assessment objective(s) and total mark for each question.

Marking guidelines

General guidelines

You must apply the following marking guidelines to all marking undertaken throughout the marking period. This is to ensure fairness to all learners, who must receive the same treatment. You must mark the first learner in exactly the same way as you mark the last.

- The mark scheme must be referred to throughout the marking period and applied consistently. Do not change your approach to marking once you have been standardised.
- Reward learners positively giving credit for what they have shown, rather than what they might have omitted.
- Utilise the whole mark range and always award full marks when the response merits them.
- Be prepared to award zero marks if the learner's response has no creditworthy material.
- Do not credit irrelevant material that does not answer the question, no matter how impressive the response might be.
- The marks awarded for each response should be clearly and legibly recorded in the grid on the front of the question paper.
- If you are in any doubt about the application of the mark scheme, you must consult with your Team Leader or the Chief Examiner.

Guidelines for using extended response marking grids

Extended response marking grids have been designed to award a learner's response holistically and should follow a best-fit approach. The grids are broken down into levels, with each level having an associated descriptor indicating the performance at that level. You should determine the level before determining the mark.

When determining a level, you should use a bottom up approach. If the response meets all the descriptors in the lowest level, you should move to the next one, and so on, until the response matches the level descriptor. Remember to look at the overall quality of the response and reward learners positively, rather than focussing on small omissions. If the response covers aspects at different levels, you should use a best-fit approach at this stage, and use the available marks within the level to credit the response appropriately.

When determining a mark, your decision should be based on the quality of the response in relation to the descriptors. Standardisation materials, marked by the Chief Examiner, will help you with determining a mark. You will be able to use exemplar learner responses to compare to live responses, to decide if it is the same, better or worse.

You are reminded that the indicative content provided under the marking grid is there as a guide, and therefore you must credit any other suitable responses a learner may produce. It is not a requirement either, that learners must cover all of the indicative content to be awarded full marks.

Assessment objectives

This unit requires learners to:

AO1	Recall knowledge and show understanding.
AO2	Apply knowledge and understanding.
AO3	Analyse and evaluate knowledge and understanding.

The weightings of each assessment objective can be found in the qualification specification.

SAMPLE

Section 1

Total for this section: 8 marks

Question number	Marking guidance	Total marks
1	Which one of the following is an entrepreneurial motivation? Answer: C (Financial)	1 AO1=1
2	Which of the following is not a business legal structure? Answer: B (Government)	1 AO1=1
3	Which one of the following is an internal stakeholder? Answer: A (Employees)	1 AO1=1
4	Which one of the following is not a pricing strategy? Answer: B (Demand)	1 AO1=1
5	Which one of the following is a stage of the product lifecycle? Answer: B (Decline)	1 AO1=1
6	NCFE Fashions sell high quality clothes. The sales of their clothes have fallen dramatically. Which two of the following are product lifecycle extension strategies that the business could use to increase its sales? Answer: A (Introduce 'limited edition' products) C (New advertising campaign)	2 AO2=2
7	Which one of the following is an example of primary research? Answer: D (Questionnaire)	1 AO1=1

Section 2

Total for this section: 51 marks

<p>8</p>	<p>Describe two features of a private limited company (Ltd).</p> <p>Award one mark for identification of each feature and one mark for a description of each feature.</p> <p>Indicative content</p> <p>AO1</p> <ul style="list-style-type: none"> • Owned by shareholder (1) • Limited liability (1) <p>Accept any other suitable response.</p> <p>AO2</p> <ul style="list-style-type: none"> • Shares are sold privately (1) • Shareholders are only liable for the amount they invested (1) <p>Accept any other suitable response.</p>	<p>4</p> <p>AO1=2 AO2=2</p>
<p>9 (a)</p>	<p>Identify one characteristic of 'delaying'.</p> <p>Award one mark for an understanding of the term delaying.</p> <p>Indicative content</p> <p>AO1</p> <ul style="list-style-type: none"> • Removal of a layer in the organisation/organisation chart (1) • Taking out a group of managers (1) • Reducing the number of staff who are at the same level (1) <p>Accept any other suitable response.</p>	<p>1</p> <p>AO1=1</p>
<p>9 (b)</p>	<p>Using Figure 1, explain the terms chain of command and span of control.</p> <p>Award two marks for an understanding of the terms and two marks for effectively using Figure 1.</p> <p>Indicative content</p> <p>AO1</p> <p>Chain of command:</p> <ul style="list-style-type: none"> • The way that messages are passed down (1) • How authority is shown in an organisational chart (1) • The flow of instruction down the business (1) <p>Accept any other suitable response.</p> <p>Span of control:</p>	<p>4</p> <p>AO1=2 AO2=2</p>

	<ul style="list-style-type: none"> Number of employees below a manager in the organisational chart (1) The staff that a manager is responsible for (1) <p>Accept any other suitable response.</p> <p>AO2</p> <ul style="list-style-type: none"> Relevant and accurate examples from Figure 1 to support the description. 	
10	<p>Analyse one benefit to a business of successfully engaging their stakeholders.</p> <p>Award one mark for understanding the benefit of engaging stakeholders and one mark for expanding on how this benefits a business.</p> <p>Indicative content</p> <p>AO1/AO3</p> <ul style="list-style-type: none"> Gives information on what customers want (1) which means the business provides products that are in demand (1) Get ideas from employees (1) which will improve motivation (1) <p>Accept any other suitable response.</p>	<p>2</p> <p>AO1=1 AO3=1</p>
11 (a)	<p>Using Figure 2, identify the parts of the supply and demand diagram labelled A and B.</p> <p>Answer: A: Demand B: Equilibrium/equilibrium price</p>	<p>2</p> <p>AO1=2</p>
11 (b)	<p>Analyse why a business might use a 'loss leader' pricing strategy.</p> <p>Award one mark for an understanding of the term and three marks for analysing why a business would use this.</p> <p>Indicative content</p> <p>AO1</p> <p>Outline what a loss leader strategy is:</p> <ul style="list-style-type: none"> Goods sold for less than cost price (1) Good sold at a loss (1) No profit is made on good sold (1) <p>Accept any other suitable response.</p> <p>AO3</p> <p>Why business would use this strategy:</p> <ul style="list-style-type: none"> Increases the number of customers (1) Customers will buy other things that are sold for profit (1) Encourages customers to visit (1) <p>Accept any other suitable response.</p>	<p>4</p> <p>AO1=1 AO3=3</p>

<p>12 (a)</p>	<p>Identify one characteristics of a product that is in the introductory stage of the product lifecycle. Award one mark for the correct identification of a characteristic of the introduction stage.</p> <p>Indicative content</p> <p>AO1 Characteristics of the introduction stage:</p> <ul style="list-style-type: none"> • Sales low (1) • Customer knowledge low (1) • Advertising typically high (1) • Loss being made (1) Low levels of profit made (1) • Market share low (1) <p>Accept any other suitable response.</p>	<p>1 AO1=1</p>
<p>12 (b)</p>	<p>Explain one reason why innovation is important to NCFE Fashions. Award one mark for understanding why product development/innovation is important and one mark for linking this factor to NCFE Fashions.</p> <p>Indicative content</p> <p>AO2</p> <ul style="list-style-type: none"> • Allows the business to enter new markets (1) which means the business has a wider range of potential customers (1) • The business increases its market share (1) because it takes customers from competitors (1) <p>Accept any other suitable response.</p>	<p>2 AO2=2</p>
<p>13 (a)</p>	<p>Analyse whether these three locations would be good places to set up the new NCFE Fashions shops.</p> <p>Award three marks for correctly applying response to the three location options provided (maximum of 1 AO2 mark per location). Award three marks for relevant analyse of these locations relating to NCFE Fashions (maximum of 1 AO3 mark per location).</p> <p>Indicative content</p> <p>AO2 Relevant application place factors:</p> <ul style="list-style-type: none"> • Location one: busy shopping centre (1) (popular) competitor shops at this location (1) • Location two: near a motorway and train station/good transport links (1) small car park (1) • Location three: small town/low number of local customers (1) location people are wealthy/high levels of local customer disposable income (1) <p>Accept any other suitable response.</p>	<p>6 AO2=3 AO3=3</p>

	<p>AO3 Analysis of examples:</p> <ul style="list-style-type: none"> • Location one: the business will have lots of passing trade (1) rent would be high (1) might find it difficult to compete with existing competitor shops (1) • Location two: customers will find it easy to get to this location (1) customers from many location could get to the shop easily (1) customers might not visit/go elsewhere because they will not be able to park (1) • Location three: only a small number of potential local customers (1) the customers that visit are likely to spend a lot because they are wealthy/have lots of disposable income (1) <p>Accept any other suitable response.</p>	
<p>13 (b)</p>	<p>Compare these two types of data and how useful each type would be for NCFE Fashions when deciding where to locate their two new shops. Award four marks for a comparison between qualitative and quantitative research and/or a comparison of how useful each type is.</p> <p>Indicative content</p> <p>AO3 Accurate/realistic comparison:</p> <ul style="list-style-type: none"> • Qualitative information gives detail about customers ideas and opinion (1) whereas quantitative only provides data/numbers about what is popular/unpopular (1) • Quantitative shows patterns and trends (1) whereas qualitative gives the opinions of a smaller number of people and may not be representative (1) <p>Linking the comparison points to the location of NCFE Fashions should be awarded one mark for each relevant point provided (maximum of two marks).</p> <p>Accept any other suitable response.</p>	<p>4 A03=4</p>

<p>14 (a)</p>	<p>Explain to Muhammed what market research activities he should carry out to discover this information. Award two marks for a description of the market research techniques (one mark for each method) and two marks for an explanation of how each of these can be used to find the required information.</p> <p>Indicative content</p> <p>AO1/AO2 Description of the correct market research techniques and how these provide the required information:</p> <ul style="list-style-type: none"> • Internet research (AO1-1) to discover the local competition (AO2-1) • Observations locally (AO1-1) to find out what other similar businesses exist and what they provide (AO2-1) • Interview conducted in the high street (AO1-1) to ask potential customers what services they would like from his business (AO2-1) • Questionnaires sent to local households (AO1-1) to ask local people what they want from this type of business (AO2-1) <p>Accept any other suitable response.</p> <p>N.B. To access four marks the learner will have included information on both competitors and local community/customers. If answers only contain information from either competitors or local community/customers learners can only access a maximum of three marks.</p>	<p>4</p> <p>AO1=2 AO2=2</p>
<p>14 (b)</p>	<p>Explain why Muhammed would benefit from operating in a mass market. Learners should be making specific reference to the case study business or its owner to access marks.</p> <p>Indicative content</p> <p>AO2</p> <ul style="list-style-type: none"> • Can purchase clothing stock in higher quantities (1) therefore receiving bulk discounts (1). • More potential customers of clothes and alterations (1) therefore profit could be higher (1). • Higher levels of output (1) therefore economies of scale enjoyed (1). <p>Accept any other suitable response.</p>	<p>3</p> <p>AO2=3</p>

<p>15</p>	<p>Analyse two benefits to NCFE Fashions of adopting ‘Total Quality Management’ (TQM) for their clothes production. Award two marks for understanding the benefits of TQM and two marks for how this approach can benefit NCFE Fashions.</p> <p>Indicative content</p> <p>AO2</p> <ul style="list-style-type: none"> • All employees involved so motivation enhanced (1) • All areas of the business involved so potential problems reduced (1) <p>AO3</p> <ul style="list-style-type: none"> • If staff are more highly motivated then they will produce better clothes (1) so the reputation of the business will increase (1) • If problems are reduced then the business will produce clothes more efficiently (1) which will reduce waste/increase profit (1). <p>Accept any other suitable response.</p>	<p>4</p> <p>AO2=2 AO3=2</p>
<p>16</p>	<p>Explain two benefits to NCFE Fashions of ensuring that they provide good levels of customer service. Award two marks for correctly identifying relevant benefits and two marks expanding on this benefit to describe how NCFE Fashions benefits.</p> <p>Indicative content</p> <p>AO1</p> <p>Relevant benefits:</p> <ul style="list-style-type: none"> • Improves reputation (1) • Encourages repeat business (1) • Differentiates the business from competitors (1) • Develops customer loyalty (1) <p>Accept any other suitable response.</p> <p>AO2</p> <p>Description of benefits:</p> <ul style="list-style-type: none"> • If NCFE Fashions has an improved reputation this can lead to customers coming to this business rather than going to another high quality fashion shop (1) • If NCFE Fashions has repeat customers then this helps them increase clothes sales and bring in income in the future (1) <p>Accept any other suitable response.</p>	<p>4</p> <p>AO1=2 AO2=2</p>

<p>17</p>	<p>Outline the theory of motivation as described by Mayo in his human relations theory.</p> <p>Award two marks for two points or two marks for one point with an accurate explanation of this point.</p> <p>Indicative content</p> <p>AO1</p> <ul style="list-style-type: none"> • Social needs motivate workers (1) • Team/group working is important (1) • Managers should be involved in employees work (1) • Good communication is important (1) <p>Accept any other suitable response.</p>	<p>2</p> <p>AO1=2</p>
<p>18</p>	<p>Explain how two external influences affect the operations of NCFE Fashions.</p> <p>Award two marks for correctly identifying accurate external influences and two marks for describing how these affect the business operations of NCFE Fashions.</p> <p>Indicative content</p> <p>AO1</p> <p>External influences:</p> <ul style="list-style-type: none"> • Gross Domestic Product (1) • interest rates (1) • changes in fashions/trends (1) • levels of (un)employment (1) <p>Accept any other suitable response.</p> <p>AO2</p> <p>Description of the external influence:</p> <ul style="list-style-type: none"> • If interest rates increase then NCFE Fashions might not be able to take out a mortgage that they would use to buy new stores (1) • If unemployment increases then people will have less disposable income to spend on the businesses products (1) <p>Accept any other suitable response.</p>	<p>4</p> <p>AO1=2</p> <p>AO2=2</p>

Section 3

Total for this section: 21 marks

19	<p>Discuss whether this business should change from a tall to a flat management structure.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Level</th> <th style="text-align: center;">Marks</th> <th style="text-align: center;">Description</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">5 – 6</td> <td> <p>A wide range of relevant knowledge and understanding is shown, which is accurate and detailed. Subject specific terminology is used consistently throughout.</p> <p>Application of knowledge and understanding is appropriate, with clear relevance to the context.</p> <p>Analysis and evaluation is present and very effective. The conclusions drawn are fully supported by judgements.</p> </td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">3 – 4</td> <td> <p>A range of relevant knowledge and understanding is shown, but may be lacking in sufficient detail, with a few errors. Subject specific terminology is used, but not always consistently.</p> <p>Application of knowledge and understanding is mostly appropriate, but sometimes lacks clarity, and there may be a few errors.</p> <p>Analysis and evaluation is present and effective, but may be lacking appropriate development. There are attempts to draw conclusions, which are supported by judgements, but it is likely that some will be irrelevant.</p> </td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">1 – 2</td> <td> <p>A limited range of relevant knowledge and understanding is shown, but is often fragmented. Subject specific terminology, if used, is often inappropriate and a lack of understanding is evident.</p> <p>Application of knowledge and understanding is inappropriate, with any attempt showing fundamental errors.</p> <p>Analysis and evaluation, if present, is of limited effectiveness. Attempts to draw conclusions are seldom successful and likely to be irrelevant.</p> </td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td>No relevant material</td> </tr> </tbody> </table> <p>Indicative content/possible content could include:</p> <p>Flat organisation structure</p> <ul style="list-style-type: none"> • Easy for senior managers to communicate directly with the various countries • Information can be passed to all countries quickly and accurately • Less layers of management therefore a short chain of command 	Level	Marks	Description	3	5 – 6	<p>A wide range of relevant knowledge and understanding is shown, which is accurate and detailed. Subject specific terminology is used consistently throughout.</p> <p>Application of knowledge and understanding is appropriate, with clear relevance to the context.</p> <p>Analysis and evaluation is present and very effective. The conclusions drawn are fully supported by judgements.</p>	2	3 – 4	<p>A range of relevant knowledge and understanding is shown, but may be lacking in sufficient detail, with a few errors. Subject specific terminology is used, but not always consistently.</p> <p>Application of knowledge and understanding is mostly appropriate, but sometimes lacks clarity, and there may be a few errors.</p> <p>Analysis and evaluation is present and effective, but may be lacking appropriate development. There are attempts to draw conclusions, which are supported by judgements, but it is likely that some will be irrelevant.</p>	1	1 – 2	<p>A limited range of relevant knowledge and understanding is shown, but is often fragmented. Subject specific terminology, if used, is often inappropriate and a lack of understanding is evident.</p> <p>Application of knowledge and understanding is inappropriate, with any attempt showing fundamental errors.</p> <p>Analysis and evaluation, if present, is of limited effectiveness. Attempts to draw conclusions are seldom successful and likely to be irrelevant.</p>		0	No relevant material	<p>6</p> <p>AO1=2 AO2=2 AO3=2</p>
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	<ul style="list-style-type: none"> • Less managers therefore salary costs are lower • Staff have more decision making powers therefore each country could have their own staff making decisions based around their countries needs <p>Tall organisation structure</p> <ul style="list-style-type: none"> • Smaller spans of control therefore managers of each country have smaller teams so management is better • Managers can closely monitor staff which is important when staff are based in different countries • Everyone has clear roles and responsibilities • More chance of promotion therefore employees are more motivated <p>Accept any other suitable response.</p>	
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20	<p>Discuss whether Isabel should use job or batch production in her business.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 10%;">Level</th> <th style="width: 10%;">Marks</th> <th style="width: 80%;">Description</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">5 – 6</td> <td> <p>A wide range of relevant knowledge and understanding is shown, which is accurate and detailed. Subject specific terminology is used consistently throughout.</p> <p>Application of knowledge and understanding is appropriate, with clear relevance to the context.</p> <p>Analysis and evaluation is present and very effective. The conclusions drawn are fully supported by judgements.</p> </td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">3 – 4</td> <td> <p>A range of relevant knowledge and understanding is shown, but may be lacking in sufficient detail, with a few errors. Subject specific terminology is used, but not always consistently.</p> <p>Application of knowledge and understanding is mostly appropriate, but sometimes lacks clarity, and there may be a few errors.</p> <p>Analysis and evaluation is present and effective, but may be lacking appropriate development. There are attempts to draw conclusions, which are supported by judgements, but it is likely that some will be irrelevant.</p> </td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">1 – 2</td> <td> <p>A limited range of relevant knowledge and understanding is shown, but is often fragmented. Subject specific terminology, if used, is often inappropriate and a lack of understanding is evident.</p> <p>Application of knowledge and understanding is inappropriate, with any attempt showing fundamental errors.</p> </td> </tr> </tbody> </table>	Level	Marks	Description	3	5 – 6	<p>A wide range of relevant knowledge and understanding is shown, which is accurate and detailed. Subject specific terminology is used consistently throughout.</p> <p>Application of knowledge and understanding is appropriate, with clear relevance to the context.</p> <p>Analysis and evaluation is present and very effective. The conclusions drawn are fully supported by judgements.</p>	2	3 – 4	<p>A range of relevant knowledge and understanding is shown, but may be lacking in sufficient detail, with a few errors. Subject specific terminology is used, but not always consistently.</p> <p>Application of knowledge and understanding is mostly appropriate, but sometimes lacks clarity, and there may be a few errors.</p> <p>Analysis and evaluation is present and effective, but may be lacking appropriate development. There are attempts to draw conclusions, which are supported by judgements, but it is likely that some will be irrelevant.</p>	1	1 – 2	<p>A limited range of relevant knowledge and understanding is shown, but is often fragmented. Subject specific terminology, if used, is often inappropriate and a lack of understanding is evident.</p> <p>Application of knowledge and understanding is inappropriate, with any attempt showing fundamental errors.</p>	<p>6</p> <p>AO1=2 AO2=2 AO3=2</p>
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	0	No creditworthy material	

Indicative content/possible content could include:

Job production benefits:

- High quality phone cases will be produced
- Phone cases can be made specifically for the customers' requirements.

Job production drawbacks:

- Costs of production are higher
- Takes more time to produce each item

Flow production benefits:

- Unit costs lower because the business can produce many items at the same time
- Specialist members of staff

Flow production drawbacks:

- Can lead to demotivation
- Only one type of product can be produced at a time

Accept any other suitable response.

21	Using your knowledge of promotional methods, evaluate why a small business would prefer to use social media to promote their business rather than using local radio and local newspaper advertising.		9 AO1=3 AO2=3 AO3=3	
	Level	Marks		Description
	3	7 – 9		<p>A wide range of relevant knowledge and understanding is shown, which is accurate and detailed. Subject specific terminology is used consistently throughout.</p> <p>Application of knowledge and understanding is appropriate, with clear relevance to the context.</p> <p>Analysis and evaluation is present and very effective. The conclusions drawn are fully supported by judgements.</p>
2	4 – 6	<p>A range of relevant knowledge and understanding is shown, but may be lacking in sufficient detail, with a few errors. Subject specific terminology is used, but not always consistently.</p> <p>Application of knowledge and understanding is mostly appropriate, but sometimes lacks clarity, and there may be a few errors.</p> <p>Analysis and evaluation is present and effective, but may be lacking appropriate development.</p>		

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Indicative content/possible content could include:

Social media benefits:

- Inexpensive or free which is an important consideration for a small business
- Can reach a wide number of potential customers
- Good way of communicating directly with customers
- Can be constantly updated (with new offers, products, information etc.)

Social media drawbacks:

- Relies on effective ICT equipment (both from the business and user/customer)
- Negative feedback can be spread very quickly
- Looks unprofessional if not updated regularly
- May not be used by some customers (particularly older users/customers)

Local radio/newspaper benefits:

- Information can be made specific for local customers
- Doesn't require user/customer to have any specialist equipment

Local radio/newspaper drawbacks:

- Limited number of potential customers
- Costs to advertise in these media which may be prohibitive for a small business

Accept any other suitable response.

Assessment Objective Grid

Question	AO1	AO2	AO3	Total
Section 1				
1	1			1
2	1			1
3	1			1
4	1			1
5	1			1
6		2		2
7	1			1
Total	6	2		8
Section 2				
8	2	2		4
9(a)	1			1
9(b)	2	2		4
10	1		1	2
11(a)	2			2
11(b)	1		3	4
12(a)	1			1
12(b)		2		2
13(a)		3	3	6
13(b)			4	4
14(a)	2	2		4
14(b)		3		3
15		2	2	4
16	2	2		4
17	2			2
18	2	2		4
Total	18	20	13	51
Section 3				
19	2	2	2	6
20	2	2	2	6
21	3	3	3	9
Total	7	7	7	21
Paper Total	31	29	20	80