

UNCOVER LEARNING POTENTIAL

Level 3 Applied Certificate in

BUSINESS

Award from 2024

SAMPLE ASSESSMENT MATERIALS - EXTERNAL

Contents

Business Skills and Functions

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Surname	Centre Number	Candidate Number
First name(s)		4

LEVEL 3 APPLIED CERTIFICATE IN BUSINESS

Business Skills and Functions

1 hour 40 minutes

SAMPLE ASSESSMENT MATERIALS

ADDITIONAL MATERIALS

In addition to this examination paper, you will need a calculator.

INSTRUCTIONS TO CANDIDATES

Answer **all** questions in Section A

Answer **either** question 4, 5, 6 **or** 7 in Section B

Use black ink or black ball-point pen. Do not use gel pen or correction fluid.

You may use a pencil for graphs and diagrams only.

Write your name, centre number and candidate number in the spaces provided at the top of this page.

Write your answers in the spaces provided in this booklet. If you run out of space, use the additional page(s) at the back of the booklet, taking care to number the question(s) correctly.

For Examiner's use only		
Question	**Maximum Mark**	**Mark Awarded**
Section A		
1.	**20**	
2.	**20**	
3.	**20**	
Section B		
4, 5, 6 or 7	**20**	
Total	**80**	

INFORMATION FOR CANDIDATES

The number of marks is given in brackets at the end of each question or part question.

The total number of marks available is 80.

You are reminded of the need for clear and accurate written communication.

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SECTION 1

*Answer **all** questions.*

Examiner only

1. Harriet and Raj are entrepreneurs with a business idea for a new fitness app. They have different skills and experiences; Harriet works part-time in a large city centre gym alongside studying for a business degree and Raj is a software developer and single parent with two young children. Before investing resources into the development of the fitness app, they carried out primary market research which showed a large demand for the fitness app. Based on the data collected through their market research, Harriet and Raj have decided to set up a business as a partnership.

   Harriet and Raj predict that the business start-up costs will be £50 000 and aim to combine all of their personal savings together to reduce the external sources of finance required. They are very excited about setting up the business.

   (a) Give **two** motives of an entrepreneur. [2]

   - ……

   - ……

   (b) State **two** characteristics of an entrepreneur. [2]

   - ……

   - ……

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Examiner only

Harriet and Raj will have to make decisions on the marketing of the new business.

Below are a number of marketing terms and phrases.

Maturity	Focus group	Market segmentation	Marketing mix	Branding
Pricing penetration	Pricing premium	Decline	Competitor's data	Pricing skimming

(c) Identify which of the terms and phrases best describe each of the following:

(i) An example of a primary market research method. [1]

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(ii) Dividing up a market for a specific product into different groups according to different characteristics. [1]

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(iii) The final stage of the product life cycle (PLC). [1]

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(iv) A pricing strategy where products are launched with a high price. The price will then reduce over time. [1]

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(d) Link the relevant category to a valid example by drawing an arrow from the resource category to the example. Some categories may have more than one example. [4]

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Resource category	**Example**
Human	**An office**
Physical	**A business start-up bank loan**
Technological	**A part time employee**
Financial	**A desk**

(e) Outline why it is important to use business resources effectively. [2]

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Harriet and Raj have decided to set up the business as a partnership.

(f) Explain the benefits to Harriet and Raj of setting up their business as a partnership. [6]

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2. Kai owns and runs a local convenience store on his local high street. Last year Kai's business had sales revenue of £125 000. Below is some of the other key financial data for last year.

Cost of sales	£8 000
Inventory (stock) purchased	£65 000
Staff wages	£12 000
Gross profit	£42 000
Net profit	£15 000

In response to a number of conversations with internal and external stakeholders, Kai has decided to operate his business in a more ethical and environmentally sustainable way.

(a) Identify **one** internal and **one** external stakeholder. [2]

Internal stakeholder .....

External stakeholder .....

(b) [2]

Calculate the gross profit margin (GPM) for Kai's business for the past year. Show your workings.

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(c) Describe **two** ethical issues for a business. [4]

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(d) Consider the impact of ethical decisions on the profitability of a business. [4]

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(e) Describe how legislation and government policy can influence business decisions regarding sustainability. [8]

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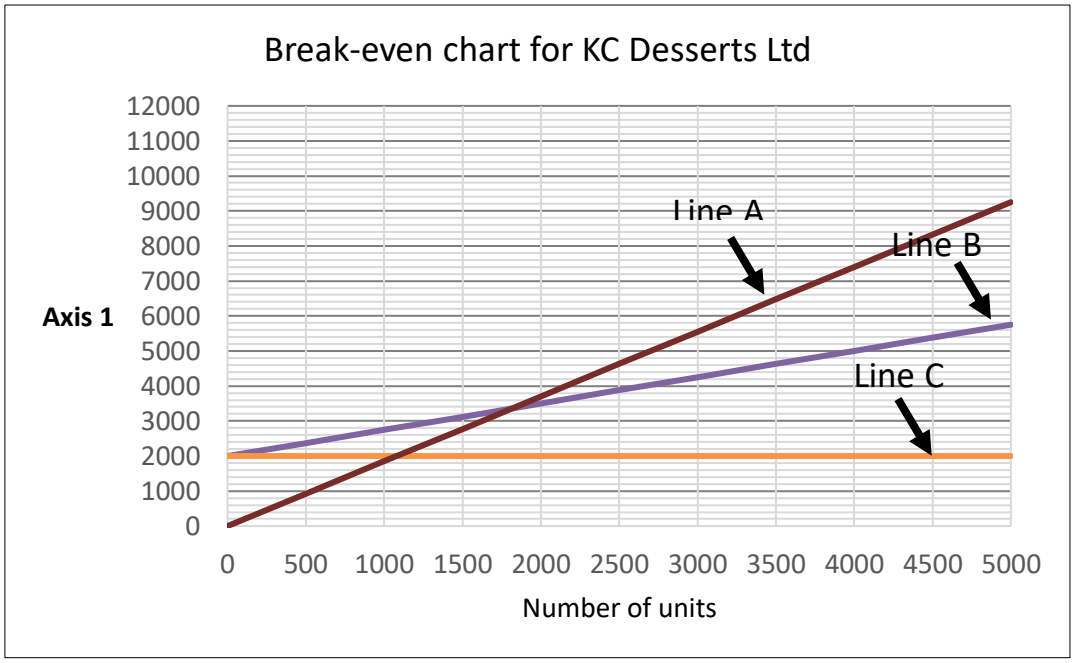
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Examiner only

3. KC Desserts Ltd manufactures luxury yoghurts which are priced at £1.85 each. Quality is very important within the food industry to ensure that the products reach the customer in the best condition.

KC Desserts Ltd operates in a very competitive industry and also faces a lot of pressure from retailers to keep its prices low. In recent years, KC Desserts Ltd's profitability has reduced due to the increased pressure on the business to keep its costs as low as possible.

Senior managers closely monitor capacity utilisation and labour productivity data.



(a) Identify the correct labels for line A, B and C and Axis 1. [4]

Line A .....

Line B .....

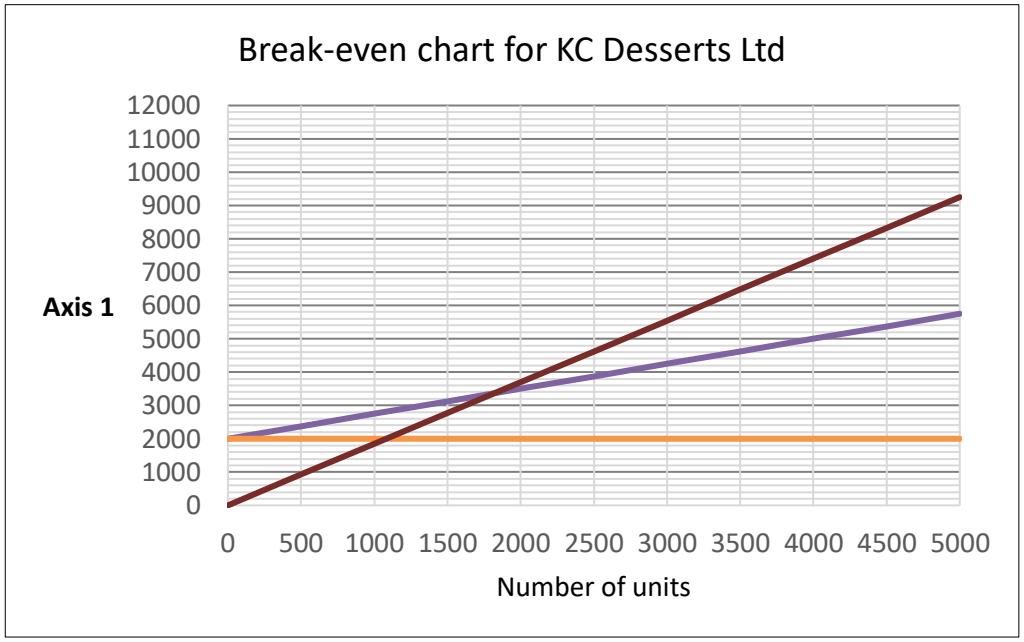
Line C .....

Axis 1 .....

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KC Desserts Ltd are considering raising the price of the yogurt by 50p from £1.85 to £2.35.

(b) Illustrate the impact of increasing the price of the yogurt by drawing and labelling a new line on the break-even chart below. [X]



Quality assurance and quality control are two ways that a business can manage quality.

(c) Consider how quality assurance differs to quality control. [4]

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KC Plastics Ltd has given the following data for 2022.

	Data for 2022
Maximum possible output	4850 units
Current output	3400 units
Number of production staff	55

(d) (i) Calculate capacity utilisation for 2022. [2]

Show your workings.

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(ii) Calculate labour productivity for 2022. [2]

Show your workings.

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The senior managers at KC Desserts Ltd are keen to increase capacity utilisation. With reference to the data and your calculations:

(e) Explain **two** impacts on KC Desserts Ltd of increasing capacity utilisation. [4]

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(f) Advise whether KC Desserts Ltd should increase its capacity utilisation. Give a reason for your answer. [2]

Examiner only

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SECTION B

*Answer **one** question only, **either** question 4, 5, 6 **or** 7.*

Each question has a total of 20 marks.

You must answer parts (a), (b) and (c) from the same question.

Examiner only

4. **Marketing**

Glitz Ltd was established ten years ago, the business produces a range of cases for mobile phones. All the cases are sold online through its own website and advertised only through social media. The product life cycle of the cases is quite short, so advertising needs to be continually reviewed to ensure the advertising content reflects the current product range.

The market for mobile phone cases is very competitive, so setting the right price is important. Glitz Ltd spends a lot of money on research and development to ensure that its product range includes cases for the new phone models sold by the major mobile phone manufacturers.

(a) Outline **two** factors that should be considered when pricing a product. [4]

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(b) Explain the advantages and disadvantages to *Glitz Ltd* of only using social media to advertise its new products. [6]

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Examiner only

Alpha is Glitz Ltd's best-selling phone case, but it is entering the maturity phase of the product life cycle. This case fits one of the UK's most popular mobile phone models.

Stella and David work in Glitz Ltd's marketing department and are creating the marketing plan. The business has allocated £20 000 in the marketing budget for Alpha and two options are being considered:

- Option A – create a new advertising campaign to extend the product life cycle of Alpha
- Option B – discontinue Alpha and use the budget to develop a new replacement case.

(c) Discuss the two options and recommend if the £20 000 should be spent on option A **or** option B. [10]

Justify the reasons for your recommendation in your answer.

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5. **Finance**

Brad has just set up a new business, as a sole trader, called Lovely Candles. Brad included break-even calculations and an income statement for the first twelve months in his business plan.

***Lovely Candles* income statement for year ending 31 December 2022**

	£	£
Sales		19 723
Opening inventory (stock)	258	
Purchases	12 650	
Closing inventory (stock)	**A ----------**	
B ----------		11 488
Gross profit		**C ----------**
Expenses		
Rent	7 562	
Utilities	2 560	
Postage/packaging	550	
Total expenses		**D----------**
E ----------		**F----------**

(a) Describe **two** ways that a business might use break-even information. [4]

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(b) Complete the income statement by writing in the missing information for A-F in the income statement. [6]

Examiner only

(c) Using all the data, discuss the predicted financial performance of Lovely Candles and consider ways in which the business could improve its financial performance. [10]

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6. **Human Resources**

YT Energy plc is a battery manufacturer using flow production. The business has decided to diversify into producing car batteries for the car industry and has recently won a large order from a leading car manufacturer to supply the batteries for its cars.

YT Energy plc operates a well-established employee appraisal system to ensure that its employees are performing efficiently and to support employees who wish to progress to more senior roles in the business.

YT Energy plc has decided to create a new training manager job role to manage the internal training of employees working on the new car batteries. This new training manager job role will only be advertised internally.

(a) Describe **two** ways a business can appraise employee performance. [4]

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(b) Explain the advantages and disadvantages to *YT Energy plc* of recruiting the new training manager job role internally. [6]

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Examiner only

Labour turnover has increased from 8% to 16% over the past 12 months and the HR manager has noticed that staff motivation has decreased. The HR manager is considering the introduction of either:

- financial methods of motivation
- non-financial methods of motivation.

(c) Discuss the effectiveness of financial and non-financial methods of motivation for *YT Energy plc*. [10]

Recommend which option is best for *YT Energy plc*. Justify the reasons for your recommendation.

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Examiner only

6. **Operations**

Jill runs a small business selling cakes for individual customers for birthdays and weddings. Jill is aware of the concept of added value and is always looking to increase her added value.

Jill produces the cakes in her kitchen. She has earned a positive reputation and has recently started to supply a local food retailer three times a week. To satisfy the local food retailer's range of customers, Jill often varies the types of cakes and their ingredients. She also produces a limited range of more expensive and unique cakes at key times of the year such as Christmas and Easter.

Jill purchases most of her ingredients such as eggs, flour, sugar and cream from *Delicious Supplies Ltd,* making multiple orders each week. Jill also regularly buys other items for the business from other suppliers, such as the packaging and labels for the cakes. Jill spends a lot of time looking for the best suppliers. However, she is worried about the levels of inventory (stock) that she holds.

Your Grocery Store Ltd is a regional retail business with 12 shops in Jills local area. It has approached Jill and asked her if she could supply a range of cakes to all 12 shops, including a new range that Jill has not supplied before. This would be a significant increase in orders for Jill which she is keen to accept. Jill will have to consider other methods of production in order to fulfil this new order.

(a) Describe **two** ways of increasing added value. [4]

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(b) Explain the importance to Jill of holding the correct levels of inventory (stock). [6]

Examiner only

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(c) Recommend which methods of production is the most appropriate for Jill to use to supply the individual customers, the local food retailer and Your Grocery Store Ltd. [10]

Examiner only

Justify the reasons for your recommendations.

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MARK SCHEME

Guidance for examiners

Generic marking principles

- Marks awarded are always whole marks (not half marks, or other fractions).
- Answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.
- Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).
- Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Positive marking

It should be remembered that candidates are writing under examination conditions and credit should be given for what the candidate writes, rather than adopting the approach of penalising him/her for any omissions. It should be possible for a very good response to achieve full marks and a very poor one to achieve zero marks. Marks should not be deducted for a less than perfect answer if it satisfies the criteria of the mark scheme.

For questions that are objective or points-based, the mark scheme should be applied precisely. Marks should be awarded as indicated and no further subdivision made.

Mark schemes often list points which may be included in candidates' answers. The list is not exhaustive. The inclusion of *'Credit any other valid response.'* (or similar instruction) within mark schemes allows for the possible variation in candidates' responses. Credit should be given according to the accuracy and relevance of candidates' answers.

Appropriate terminology is reflected in exemplar responses in mark schemes. However, unless there is a specific requirement within a question, candidates may be awarded marks where the answer is accurate but expressed in their own words.

Banded mark schemes

For band marked questions mark schemes are in two parts; the indicative content and the assessment grid.

The indicative content suggests the range of points and issues which may be included in candidates' answers. It can be used to assess the quality of the candidate's response. As noted above, indicative content is not intended to be exhaustive and candidates do not have to include all the indicative content to reach the highest level of the mark scheme.

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However, to reach the highest level of the mark scheme a candidate must meet the requirements of the highest mark band.

Where a response is not creditworthy, that is, it contains nothing of any significance to the mark scheme, or where no response has been provided, no marks should be awarded.

The marking of banded mark questions should always be positive. This means that, for each candidate's response, marks are accumulated for the demonstration of relevant skills, knowledge and understanding; they are not deducted from a maximum on the basis of errors or omissions.

Examiners should first read and annotate the candidate's answer to pick out the evidence that is being assessed in that question. The mark scheme can then be applied. This is done as a two-stage process.

Stage 1 – Deciding on the band

Beginning at the lowest band, examiners should look at the candidate's answer and check whether it matches the descriptors for that band. If the descriptors at the lowest band are satisfied, examiners should move up to the next band and repeat this process for each band until the descriptors match the answer.

If an answer covers different aspects of different bands within the mark scheme, a 'best fit' approach should be adopted to decide on the band and then the candidate's response should be used to decide on the mark within the band. For instance, if a response is mainly in band 2 but with a limited amount of band 3 content, the answer would be placed in band 2, but the mark awarded would be close to the top of band 2 as a result of the band 3 content.

Examiners should not seek to mark candidates down as a result of small omissions in minor areas of an answer.

Stage 2 – Deciding on the mark

During standardising (the marking conference), detailed advice from the Principal Examiner on the qualities of each mark band will be given. Examiners will then receive examples of answers in each mark band that have been awarded a mark by the Principal Examiner. Examiners should mark the examples and compare their marks with those of the Principal Examiner.

When marking, examiners can use these examples to decide whether a candidate's response is of a superior, inferior or comparable standard to the example. Examiners are reminded of the need to revisit the answer as they apply the mark scheme in order to confirm that the band and the mark allocated is appropriate to the response provided.

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Question		Answer	AO1	AO2	AO3	Total Mark
1. (a)	Give **two** motives of an entrepreneur.					
	1.1	Award **1 mark** for each correct motive. **Indicative content:** • financial • personal satisfaction • being own boss/independence. Credit any other valid motive.	2			2

Question		Answer	AO1	AO2	AO3	Total Mark
1. (b)	State **two** characteristics of an entrepreneur.					
	1.1	Award **1 mark** for each correct characteristic and/or skill. **Indicative content:** • risk taking • innovation • creativity • communication • self-confidence. Credit any other valid characteristics or skills.	2			2

Question		Answer	AO1	AO2	AO3	Total Mark
1. (c)	Identify which of the terms and phrases best describe each of the following:					
	(i)	An example of a primary market research method				
	2.2	Focus group	1			1
	(ii)	Dividing up a market for a specific product into different groups according to different characteristics				
	2.3	Market segmentation	1			1
	(iii)	The final stage of the product life cycle (PLC)				
	2.5	Decline	1			1
	(iv)	A pricing strategy where products are launched with a high price. This price will then reduce over time				
	2.7	Skimming	1			1

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<table>
<tr><th colspan="2">Question</th><th>Answer</th><th>AO1</th><th>AO2</th><th>AO3</th><th>Total Mark</th></tr>
<tr><td>1. (d)</td><td colspan="6">Link the relevant category to a valid example by drawing an arrow from the resource category to the example. Some categories may have more than one example.</td></tr>
<tr><td></td><td>1.2</td><td>Award 1 mark for each correctly linked example.

<table><tr><td>Human</td><td>A part time employee</td></tr><tr><td>Physical</td><td>An office
A desk</td></tr><tr><td>Technological</td><td>N/A</td></tr><tr><td>Financial</td><td>A business start-up bank loan</td></tr></table></td><td>4</td><td></td><td></td><td>4</td></tr>
</table>

<table>
<tr><th colspan="2">Question</th><th>Answer</th><th>AO1</th><th>AO2</th><th>AO3</th><th>Total Mark</th></tr>
<tr><td>1. (e)</td><td colspan="6">Outline why it is important to use business resources effectively.</td></tr>
<tr><td></td><td>1.2</td><td>Award 1 mark for a basic outline, for example:
Resources, such as raw materials, cost money to buy so money will be wasted if they are not used effectively.
Award 2 marks for a more developed outline, for example:
All four types of resources can add value to the output/activities of a business, for example, raw materials cost money to buy so money will be wasted if they are not used effectively and this money could have been used elsewhere, such as buying more productive equipment.
Credit any other valid response.</td><td>2</td><td></td><td></td><td>2</td></tr>
</table>

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Question	Answer
1. (f) 1.6	Explain the benefits to Harriet and Raj of setting up their business as a partnership.

Indicative content

- Can share knowledge, skills and experience as Harriet works in a large city centre gym and Raj is a software developer. Both are able to specialise, as Harriet has knowledge of business from her degree and Raj has technical knowledge from working as a software developer.
- More ideas to start/develop the business as both Harriet and Raj can offer ideas.
- Can share decision making.
- Both entrepreneurs have other jobs/commitments. Running the business as a partnership means that the responsibilities are shared which is less stressful for each entrepreneur and means that if one is unavailable the other can take care of the business, for instance if one of Raj's children are unwell Harriet can take the responsibility.
- Capital can be contributed by two or more partners which will make it easier to raise the £50 000 start-up funds.
- Can cover each other when on holiday or unwell, for instance Harriet will be able to work longer hours during university holiday time which will help Raj as he needs school holidays off to care for his young children.

Credit any other valid response.

Band	AO2
3	**5-6 marks** A very good response which demonstrates: • thorough knowledge and understanding of the benefits of a business partnership • a developed explanation of the benefits for Harriet and Raj of choosing a partnership • at least two benefits are fully explained • clear and accurate interpretation of the data and context.
2	**3-4 marks** A good response which demonstrates: • knowledge and understanding of the benefits of a business partnership • a clear explanation of the benefits for Harriet and Raj of choosing a partnership • at least two benefits are explained • interpretation of the data and context that is generally accurate.
1	**1-2 marks** A basic response which demonstrates: • knowledge of the benefits of a business partnership • a limited explanation of the benefits of choosing a partnership • at least one benefit is explained • interpretation of the data and context is limited and may be inaccurate or generic.
0	No response attempted or nothing worthy of credit.

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Question		Answer	AO1	AO2	AO3	Total Mark
2. (a)	Identify **one** internal and **one** external stakeholder.					
	1.9	Award **1 mark** for identifying a correct internal stakeholder. **Indicative content:** • Employees • Managers • Directors • Owners/shareholders. Award **1 mark** for identifying a correct external stakeholder. **Indicative content:** • Customers • Members of the local community • Government • Regulators • Competitors • Investors • Lenders. Credit any other valid response.	2			2

Question		Answer	AO1	AO2	AO3	Total Mark
2. (b)	Calculate the gross profit margin (GPM) for Kai's business for the past year.					
	3.4	**Award 1 mark** for the correct formula GP/SR x 100 42 000/125 000 x 100 Award **1 mark** for the correct answer: 33.6%	1	1		2

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Question		Answer	AO1	AO2	AO3	Total Mark
2. (c)	Describe **two** ethical issues for a business.					
	7.1	Award **1 mark** for each valid ethical issue identified. (max. **2 marks**) **Indicative content:** • Environmental • Animal rights • Treatment of workers • Treatment of suppliers • Treatment of customers. Award **1 mark** for a valid description of each valid ethical issue, for example: • The business must treat its workers fairly; for instance, allocate less favourable shifts equally amongst employees. • The business will not source any products from suppliers who test its products on animals. Credit any other valid response.	4			4

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Question		Answer	AO1	AO2	AO3	Total Mark
2. (d)	Consider the impact of ethical decisions on the profitability of a business.					
	7.2	For each potential impact considered: Award **1 mark** for a limited consideration of the impact of ethical decisions on profitability, for example: • Ethical businesses may benefit from an increase in sales. • Ethical decisions may help to develop a more positive reputation in the market. Award **2 marks** for a developed consideration of the impact of ethical decisions on profitability, for example: • Ethical decisions may be more expensive than unethical choices, for instance employees will be treated fairly and paid more than the minimum wage and this may lead to higher expenses which will reduce profitability. • Ethical decisions may lead to an enhanced reputation/brand image which may lead to attracting more customers in the competitive market, this may increase revenue which will increase profitability. Credit any other valid response.			4	4

Question		Answer
2. (e)	8.1	Describe how legislation and government policy can influence business decisions regarding sustainability.
Indicative content		
• Legislation will force a business to operate in a certain way or else risk legal sanctions such as fines. • Government policy may encourage a business to operate in a specific way such as increased taxation for unsustainable business decisions or financial incentives if a business makes sustainable business decisions. This could increase costs to the business if they do not adapt and also lose customers. • Legislation and government policy may act as the catalyst for change. • Legislation/laws may influence business decisions/behaviour to increase sustainability. A business may be forced to behave in certain ways to avoid being fined or closed down if its activities become illegal.		

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- Government policy may influence business decisions/behaviour to reduce its carbon footprint or the way in which it manages its waste. Grants may be offered to provide a financial incentive to adopt sustainable practices. Taxation may act as a financial penalty for unsustainable actions,
- New business opportunities may arise as a result of the legislation or government policy, such as offering a new range of products that are environmentally friendly such as plant-based foods.

Credit any other valid response

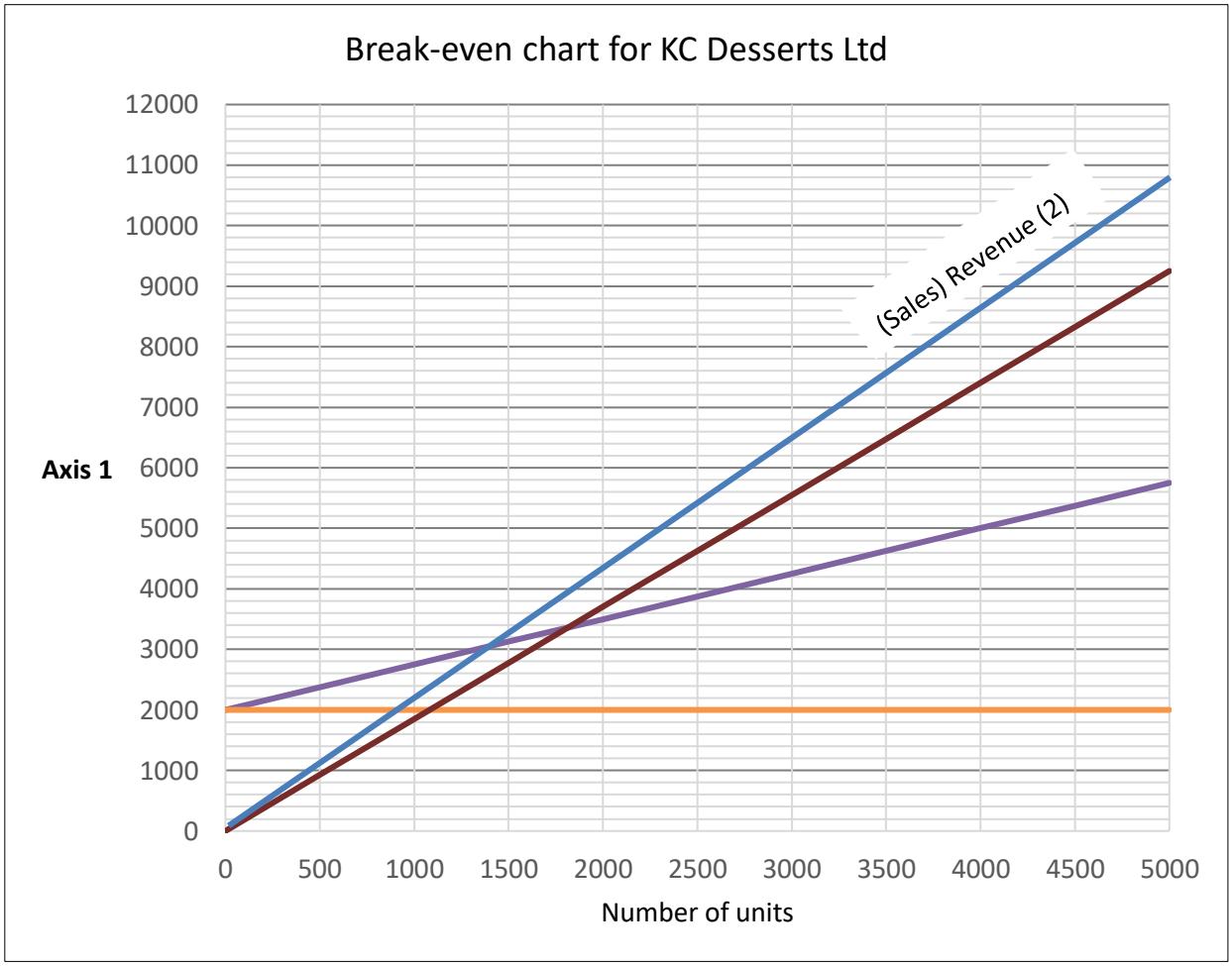
Band	AO1
4	**7-8 marks** An excellent response which demonstrates: • thorough knowledge and understanding of how legislation and government policy influence business decisions regarding sustainability • a detailed description that fully describes how legislation and government policy influences business decisions regarding sustainability • clear and good use of environmental issues to support the answer.
3	**5-6 marks** A good response which demonstrates: • knowledge and understanding of how legislation and government policy influence business decisions regarding sustainability • a description that describes how legislation and government policy influences business decisions regarding sustainability • use of environmental issues to support the answer.
2	**3-4 marks** A basic response which demonstrates: • some knowledge and understanding of how legislation and/or government policy influence business decisions regarding sustainability • a partial description that attempts to describe how legislation and/or government policy influences business decisions regarding sustainability • some use of environmental issues to support the answer.
1	**1-2 marks** A limited response which demonstrates: • limited knowledge of how legislation or government policy influence business decisions regarding sustainability • a limited description of how legislation or government policy influences business decisions regarding sustainability • generic and superficial description.
0	No response attempted or nothing worthy of credit.

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Question		Answer	AO1	AO2	AO3	Total Mark
3. (a)	Identify the correct labels for line A, B and C and Axis 1.					
	(i)	Line A				
	3.2	(Sales) Revenue	1			1
	(ii)	Line B				
	3.2	Total cost	1			1
	(iii)	Line C				
	3.2	Fixed cost	1			1
	(iv)	Axis 1				
	3.2	Costs/revenue (£)	1			1

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Question		Answer	AO1	AO2	AO3	Total Mark
3. (b)	Illustrate the impact of increasing the price of the yogurt by drawing and labelling a new line on the break-even chart below.					
	3.2	Award **1 mark** drawing a correct line Award **1 mark** for labelling the line correctly	1	1		2



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Question		Answer	AO1	AO2	AO3	Total Mark
3. (c)	Consider how quality assurance differs to quality control.					
	5.5	Award **1 marks** for a limited consideration of how quality assurance differs to quality control, for example: • Quality control tests quality at the end of the process whilst quality assurance tests throughout the process. Award **2 marks** for a basic consideration of how quality assurance differs to quality control, for example: • Quality control tests quality at the end of the process whilst quality assurance is built in and tests throughout the process, which reduces errors and may reduce costs. Award **3 marks** for a developed consideration of how quality assurance differs to quality control, for example: • Quality control focuses on trying to maintain quality by testing a sample of the product, this is done at certain stages of the production process and if the standards are not met then the defective product is rejected. Quality assurance is different as the quality process is built-in to the process at every stage, the focus is on preventing the production of any defective products, leading to no need to check the quality at the end of the process. Award **4 marks** for a fully developed consideration of how quality assurance differs to quality control, for example: • Quality control focuses on trying to maintain quality by testing a sample of the product against the expected standard, this is done at certain stages of the production process and if the standards are not met then the defective product is rejected, which can add to increased costs and slow down production. Quality assurance is different as the quality process is built-in to the process at every stage, the focus is on preventing the production of any defective products, leading to no need to check the quality at the end of the process, resulting in lower wastage and reducing costs. Credit any other valid response.			4	4

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Question		Answer	AO1	AO2	AO3	Total Mark
3. (d)	(i)	Calculate capacity utilisation for 2022. Show your workings.				
	5.3	Award **1 mark** for correct formula actual output level/potential output X 100 3400/4850 x 100 Award **1 mark** for correct answer 70.1%	1	1		2
	(ii)	Calculate labour productivity for 2022. Show your workings.				
		Award **1 mark** for correct formula Actual output/number of employees 3400/55 Award **1 mark** for correct answer 61.8 units per employee	1	1		2

Question		Answer	AO1	AO2	AO3	Total Mark
3. (e)	With reference to the data and your calculations: Explain **two** impacts on KC Desserts Ltd of increasing capacity utilisation.					
	5.3	Award **1 mark** for each valid impact identified. (Max. 2 marks) Award **1 mark** for each valid development of the valid impact identified. (Max. 2 marks) **Indicative content:** • KC Desserts will operate more efficiently – making better use of their resources so they are not under used. • KC Desserts will be increasing output – allowing them to increase the finished stock they hold. • Will reduce spare capacity – so increase the return on investment.		4		4

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		• 70.1% is quite low – so the current level means resources are not used in an efficient way. • Could lead to motivating employees – through overtime. • There will be no spare capacity – that could be used to temporarily increase output if required, for example undertake a rush order. Credit any other valid response.				

Question		Answer	AO1	AO2	AO3	Total Mark
3. (f)	Advise whether KC Desserts Ltd should increase its capacity utilisation. Give a reason for your answer.					
	5.3	Award **1 mark** for advice with limited reasoning, for example: • They should increase capacity utilisation as they could sell more products. • They should not increase capacity as they may not have the customers to buy the extra products. Award **2 marks** for advice with developed reasoning, for example: • They should increase capacity utilisation as this may help to keep prices low as the business faces a lot of pressure from retailers to keep its prices low. • They should not increase capacity as they risk overstocking a perishable product that would be wasted if customers cannot be found. Credit any other valid response.			2	2

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Question		Answer	AO1	AO2	AO3	Total Mark
4. (a)	Outline **two** factors that should be considered when pricing a product.					
	2.7	Award **1 mark** for each valid factor identified. (Max. 2 marks) Award **1 mark** for valid outline of each valid factor. (Max. 2 marks) **Indicative content:** • Cost of production – the business will wish to make a profit, so the price has to cover all the costs. • External factors such as the economy – if consumer demand is low or levels of disposable income has changed. • Stage of the product life cycle – if the product is new then it may have a higher price to attract early adopters. • Levels of competition – if competition is high then the price has to be similar to the price of competitors. • Is it a brand or have a USP – if it is a product that consumers want and prefer to similar products then the price can be higher. Credit any other valid response.	4			4

Question	Answer
4. (b) 2.6	Explain the advantages and disadvantages of *Glitz Ltd* using of social media to advertise its new products.

Indicative content

Advantages:

- Low cost method of advertising.
- Smart phone owners are likely to use social media. Smart phone owners are a key target market for phone cases.
- Content can be quickly updated to reflect new phone cases to fit new phone models. This ensures that the advertising material is continually up to date and reflects the current product range. This is particularly important for *Glitz Ltd* as it regularly develops new products.
- Lots of different social media platforms so can target customers effectively.
- Can post videos and images along with text.
- Customers can leave reviews which can help to build the business's reputation.

Disadvantages:

- Social media posts may be ignored.
- Customers can leave negative/inappropriate comments which could ruin the business's image. *Glitz Ltd* has no control over the content posted by users.

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- Customers may expect regular posts and prompt responses. This can be time consuming and expensive to maintain.
- Limited coverage/fewer customers likely to see than multi-channel approach.

Award any other valid response.

Band	AO2
3	**5-6 marks** A very good response which demonstrates: • thorough knowledge and understanding of the advantages and disadvantages of using social media to advertise is applied to Glitz Ltd • advantages and disadvantages of Glitz Ltd using social media to advertise are fully explained • at least two advantages and two disadvantages are explained • clear and accurate interpretation of the data and context.
2	**3-4 marks** A good response which demonstrates: • knowledge and understanding of the advantages and disadvantages of using social media to advertise is applied to Glitz Ltd • advantages and disadvantages of Glitz Ltd. using social media to advertise are explained • at least two advantages and one disadvantage or two disadvantages and one advantage are explained • interpretation of the data and context that is generally accurate.
1	**1-2 marks** A basic response which demonstrates: • knowledge of the advantages and/or disadvantages of using social media to advertise is partially applied to Glitz Ltd • a limited explanation of the advantages and/or disadvantages of Glitz Ltd using social media to advertise • at least one advantage or one disadvantage is explained or two advantages or two disadvantages are outlined • interpretation of the data and context is limited and may be inaccurate. or generic.
0	No response attempted or nothing worthy of credit.

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Question	Answer
4. (c) 1.2.5	Discuss the two options and recommend if the £20 000 should be spent on option A or option B. Justify the reasons for your recommendation in your answer.

Indicative content

- At the maturity stage of the product life cycle sales growth will reduce/stop as most customers who are likely to purchase the phone case have bought one. However, as it is one of the most popular products, high levels of profit could be made as there are no new development costs and the product is likely to be a cash generator as investment often reduces but sales are still relatively high. This can help to recoup the cost of initial development and/or cost of developing new innovative products to offer alongside the mature product.
- The product may have a high market share and an established brand name with loyal customers who would continue to buy it, but it may be difficult to attract new customers as the market is likely to be saturated.
- Advertising is an appropriate strategy for the maturity stage of the product life cycle as it can maintain sales to prevent decline. Having a £20 000 adverting budget could help to maintain its high sales or even increase them, though this could be a risk as it is a lot of money and sales may not increase.
- Advertising can also be used as an extension strategy to generate new sales/customers for the product, but how effective will it be as customers will be looking for new products as the market is so dynamic.

- Some businesses withdraw products from the market when they reach maturity so that they leave the market on a high and before decline starts. In such a dynamic market this may be an effective approach, though future sales could be missed as the case is so popular.
- The budget can be used to develop a new phone case which will replace the existing product in the future. This can be considered an investment in the future and in the long run maintain higher sales. However, the new case may not be liked as much as the old one and customers may shop elsewhere; a new product is always risky.
- The business may not wish to be associated with a phone case that has been on the market for a long time. Withdrawing the product before it starts to decline can avoid potential harm to its image.
- The phone manufacturers will update the phone soon so a new case is needed to keep up with the new phone models, though the product life cycle is so short, extending one in maturity may be a safer option.

- Glitz Ltd should choose option A as the Alpha is still generating revenue for the business, they should prolong this as long as possible to get as much profit as they can.

- Glitz Ltd should choose option B as phones are replaced by customers every couple of years and it is important that a new case is ready for market when the demand for new phones is high.

Credit any other valid response.

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Band	AO3
4	**9-10 marks** An excellent response which demonstrates: • perceptive and insightful evaluation of the two options • balanced and well-developed evaluation of the two options • a well-reasoned evaluation • clear recommendation supported with coherent reason(s) • consistent links between the evaluation and the data.
3	**6-8 marks** A good response which demonstrates: • developed evaluation of the two options • balanced evaluation of the two options • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data.
2	**3-5 marks** A basic response which demonstrates: • some evaluation of the two options • there is evaluation of the two options but may be uneven • evaluation shows some reasoning • recommendation with an attempt to support with reasons • some links between the evaluation and the data **or** • developed evaluation of one option • reasoned evaluation of one option • relevant links between the evaluation and the data.
1	**1-2 marks** A limited response which demonstrates: • minimal evaluation of at least one of option • brief/unsupported evaluation of at least one of option • superficial evaluation • unsupported or no recommendation given • generic evaluation not linked to the data.
0	No response attempted or nothing worthy of credit.

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Question		Answer	AO1	AO2	AO3	Total Mark
5. (a)	Describe two ways that a business might use break-even information.					
	1.3.2	Award **1 mark** for each valid way identified. (Max 2 marks) Award **1 mark** for valid outline of each valid way. (Max 2 marks) **Indicative content**: • Decision making – the data can help a business make decisions on price setting. • Target setting – it shows how many products need to be sold to cover all the costs of the business. • What if scenario – looking at the financial impact of making actions such as increasing the price and/or reducing costs. • Shows the variable and fixed costs – help decide to change suppliers to reduce variable costs. • Help a business to plan production levels – the break-even level can be used to plan what equipment, and how many staff might be needed. Credit any other valid response.	4			4

Question		Answer	AO1	AO2	AO3	Total Mark
5. (b)	Complete the income statement by writing in the missing information for A-F.					
	1.3.3	Award **1 mark** for each correct answer. A: £1 420 B: Cost of sales/Cost of goods sold C: £8 235 D: £10 672 E: Net profit/loss F: (2 437) or -2437.		6		6

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Question	Answer
5. (c) 1.3.3	Using all the data, discuss the predicted financial performance of Lovely Candles and consider ways in which the business could improve its financial performance.

Indicative content

- A gross profit is predicted but a net loss is predicted for the first year of trading which suggests that expenses are too high.
- As Brad is predicted to make a net loss at the end of the first 12 months, he could improve the situation by increasing his revenue through selling more or by increasing the price, though this may end up putting off customers if the price is too high and could actually reduce his sales revenue.
- Revenue could be increased by selling more products at the same price. However, costs may increase due to the actions necessary to increase the sales volume, e.g., advertising.
- Expenses could be reduced, e.g., find cheaper accommodation to reduce rent, find cheaper packaging suppliers and/or less packaging per product or switch to a cheaper utility supplier and/or use less energy. However, this may impact on his quality and reduce footfall and sales.
- Brad could make the candles from home so he wouldn't have to pay any rent as this is by far the most expensive. However, he may not have much spare space in his home and his personal life could suffer.
- The gross profit margin is only 41.7%. This is quite low and suggests that he should look for cheaper supplies as the added value should be much higher. However, it could take time to find new suppliers and he may not get the quality raw materials which could impact on the quality of his candles.
- As Brad has only just started his business, he needs to build up his customer base so he should concentrate on getting his costs down and not raising his prices. However, he risks cash flow problems and may become insolvent if he can't improve his gross and net profit.

Credit any other valid response.

Band	AO3
4	**9-10 marks** An excellent response which demonstrates: • perceptive and insightful evaluation of the financial performance and actions to improve • balanced and well-developed evaluation of the financial performance and actions to improve • a well-reasoned evaluation • clear recommendation supported with coherent reason(s) • consistent links between the evaluation and the data.
3	**6-8 marks** A good response which demonstrates: • developed evaluation of the financial performance and actions to improve • balanced evaluation of the financial performance and actions to improve • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data.

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2	**3-5 marks** A basic response which demonstrates: • some evaluation of the financial performance and actions to improve • there is evaluation of the financial performance and actions to improve • evaluation shows some reasoning • recommendation with an attempt to support with reasons • some links between the evaluation and the data. **or** • developed evaluation of the financial performance or actions to improve • reasoned evaluation of the financial performance or actions to improve • relevant links between the evaluation and the data.
1	**1-2 marks** A limited response which demonstrates: • minimal evaluation of the financial performance or actions to improve • brief/unsupported evaluation of the financial performance or actions to improve • superficial evaluation • unsupported or no recommendation given • generic evaluation not linked to the data.
0	No response attempted or nothing worthy of credit.

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Question		Answer	AO1	AO2	AO3	Total Mark
6. (a)	Describe **two** ways a business can appraise employee performance.					
	1.4.5	Award **1 mark** for each valid way identified. (Max. 2 marks) Award **1 mark** for valid outline of each valid way. (Max. 2 marks) **Indicative content:** • Manager's assessment – employees are regularly appraised by their direct line manager. This means there will be regular meetings in which the employee's performance is analysed, normally against performance targets. • Peer assessment – the process of having a fellow employee of a similar level of responsibility critically comment upon the performance of a co-worker and perhaps suggest methods of improvement. • Self-assessment – the employee could be asked to assess and reflect on their own work performance. • 360 degree appraisal – involves the appraised staff member receiving feedback from people whose views are considered helpful and relevant. This could come from staff or other stakeholders who are in a position to make judgements on performance. Credit any other valid response.	4			4

Question	Answer
6. (b) 1.4.4	Explain the advantages and disadvantages to YT Energy plc of recruiting the new training manager job role internally.

Indicative content

Advantages:

- The appointed training manager will understand the culture and operations of the business.
- No/minimal induction training needed.
- The business will not have to wait for the appointed person to work out a notice period with another employer so likely to start in the role quicker.
- Reduced recruitment advertising costs.
- The business already knows the employee's performance so less risk.
- The business already uses performance appraisal to support employees to progress within the business.

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Disadvantages:

- Car batteries are a new product for the business so there is likely to be little knowledge/experience of this product within the current workforce. Recruiting internally will prevent the business benefiting from new knowledge/experience.
- The new training manager may need training, such as induction training.
- The appointment may cause jealous/resentment amongst other unsuccessful internal candidates.
- The appointment will result in another internal job vacancy as the successful candidate will leave another role within the business.

Credit any other valid response.

Band	AO2
3	**5-6 marks** A very good response which demonstrates: • thorough knowledge and understanding of the advantages and disadvantages of recruiting the new training manager job role internally is applied to YT Energy plc • advantages and disadvantages to YT Energy plc of recruiting the new training manager job role internally are fully explained • at least two advantages and two disadvantages are explained • clear and accurate interpretation of the data and context.
2	**3-4 marks** A good response which demonstrates: • knowledge and understanding of the advantages and disadvantages of recruiting the new training manager job role internally is applied to YT Energy plc • advantages and disadvantages to YT Energy plc of recruiting the new training manager job role internally are explained • at least two advantages and one disadvantage or two disadvantages and one advantage are explained • interpretation of the data and context that is generally accurate.
1	**1-2 marks** A basic response which demonstrates: • knowledge of the advantages and/or disadvantages of recruiting the new training manager job role internally ins applied to YT Energy plc • a limited explanation of the advantages and/or disadvantages to YT Energy plc of recruiting the new training manager job role internally • at least one advantage or one disadvantage is explained or two advantages or two disadvantages are outlined • interpretation of the data and context is limited and may be inaccurate. or generic.
0	No response attempted or nothing worthy of credit.

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Question	Answer
6. (c) 1.4.7	Discuss the effectiveness of financial and non-financial methods of motivation for YT Energy plc. Recommend which option is best for YT Energy plc. Justify the reasons for your recommendation.

Indicative content

- Financial methods of motivation include salary, bonus, commission, piece rate, profit sharing, and performance related pay.
- Non-financial methods of motivation include job enrichment, job rotation, job enlargement, team working and flexible working.
- YT Energy plc already offer performance appraisals and training opportunities which are both non-financial methods of motivation. The managers should evaluate how effective these methods have been and could they be adapted to increase motivation.
- Different employees are motivated by different ways. YT Energy plc will have a range of different job roles, some manual and some managerial, some with wages and some with salaries. Financial methods may be easier to implement for jobs that produce specific outcomes; for example, piece rate for those working in production and for those employees on lower wages. For managerial, it may be better to use non-financial as they may appreciate these more. Commission is very good for sales staff though and bonuses would be suitable for managerial if the business decided to use financial methods.
- Some people believe that financial methods only have limited impact on motivation levels as the impact may quickly 'wear off'. They argue that non-financial methods of motivation have a longer lasting impact on motivation.
- Non-financial methods of motivation are varied and can include a range of different options. It can be difficult to find a method that appeals to all employees.
- Non-financial methods of motivation often need a suitable culture to successfully motivate.
- Depends on the budget that the business has. The business may not be able to afford financial motivators, which can be more expensive than non-financial methods.
- All employees need money to live so financial motivators are likely to be appreciated.
- A combination of both financial and non-financial should be used by the business as this will ensure all employees are motivated in some way. This can be targeted at different job roles and could also be implemented in their existing appraisal system.

Credit any other valid response.

Band	AO3
4	**9-10 marks** An excellent response which demonstrates: • perceptive and insightful evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc • balanced and well-developed evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc • a well-reasoned evaluation • clear recommendation supported with coherent reason(s) • consistent links between the evaluation and the data.

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3	**6-8 marks** A good response which demonstrates: • developed evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc • balanced evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data.
2	**3-5 marks** A basic response which demonstrates: • some evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc • there is evaluation of the financial and non-financial methods of motivation and the best option for YT Energy plc but may be uneven • evaluation shows some reasoning • recommendation with an attempt to support with reasons • some links between the evaluation and the data or • developed evaluation of either the financial or non-financial methods of motivation and the best option for YT Energy plc • reasoned evaluation of either the financial or non-financial methods of motivation and the best option for YT Energy plc • relevant links between the evaluation and the data.
1	**1-2 marks** A limited response which demonstrates: • minimal evaluation of at least one financial and/or non-financial method of motivation • brief/unsupported evaluation of at least one financial and/or non-financial method of motivation • superficial evaluation • unsupported or no recommendation given • generic evaluation not linked to the data.
0	No response attempted or nothing worthy of credit.

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Question		Answer	AO1	AO2	AO3	Total Mark
7. (a)	Describe **two** ways of increasing added value.					
	1.5.1	Award **1 mark** for each valid way identified. (max 2 marks) Award **1 mark** for valid outline of each valid way. (max 2 marks) **Indicative content:** • Increasing price – would result in higher added value as long as consumers continued to buy the cakes at a higher price. • Reducing costs – Jill could look for cheaper ingredients or buy in bulk, the danger is that the quality of the product may decline. • Branding – creating a popular image for her cakes will allow Jill to sell at a higher price. • Improving the production process – using more effective equipment and processes can reduce the costs of production. • Adding/changing the features of the product – improving the ingredients or maybe using vegan ingredients will improve the quality of the product and allow for a higher price. • Changing the packaging and/or product design – simple changes to the packaging can make the cakes appeal to more customers and look like a premium product. • Developing a unique selling point (USP) – Jill could think of using unusual ingredients to make cakes that can't be bought elsewhere. Credit any other valid response.	4			4

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Question	Answer
7. (b) 1.5.6	Explain the importance to Jill of holding the correct levels of inventory (stock).

Indicative content

- Inventory includes raw materials, work in progress and also finished goods. Jill's inventory includes perishable items with a limited life. This limits the amount of stock that can held efficiently to reduce the risk of wastage.
- Holding too much stock can have a negative effect on the business's liquidity, the cash readily available for Jill to pay bills. If too much cash is tied up in stock this cannot be used elsewhere in the business.
- Stock may go out of date, perish, be damaged, stolen before use, especially food items such as the items that Jill uses. It is less important for packaging or labels.
- Jill operates from her kitchen at home so will only have limited space to store business inventory.
- Too little inventory can limit the flexibility of the business to meet changing customer demand.
- Customer orders may not be fulfilled on time if the business lacks stock. This may result in the business losing customers/market share.
- Jill has to place regular orders with her suppliers as she can only order limited quantities at a time. This limits the efficiency of her operations.

Credit any other valid response

Band	AO2
3	**5-6 marks** A very good response which demonstrates: • thorough knowledge and understanding of the importance to Jill of holding the correct levels of inventory (stock) • a developed explanation of the importance to Jill of holding the correct levels of inventory (stock) • key points are fully explained • clear and accurate interpretation of the data and context.
2	**3-4 marks** A good response which demonstrates: • knowledge and understanding of the importance to Jill of holding the correct levels of inventory (stock) • a clear explanation of the importance to Jill of holding the correct levels of inventory (stock) • key points are explained • interpretation of the data and context that is generally accurate.

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1	**1-2 marks** A basic response which demonstrates: • knowledge of the importance to Jill of holding the correct levels of inventory (stock) • a limited explanation of the importance to Jill of holding the correct levels of inventory (stock) • at least one point is explained • interpretation of the data and context is limited and may be inaccurate. or generic.
0	No response attempted or nothing worthy of credit.

Question	Answer
7. (c) 1.5.2	Recommend which methods of production is the most appropriate for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd. Justify the reasons for your recommendations.

Indicative content

- Individual customers – Jill is likely to use job production as the cakes will be designed to the wishes of the customer and personalised, there will be low quantities needed. However, she may produce batch production to make a set of a basic cake and then individualise these with different colour icing and names or messages on the cake. Using job production will have higher costs, but customers are prepared to pay this for an individual cake. It will also take more time for Jill to make the cakes but will keep the quality high.

- The local food retailer – requires a regular range of cakes from Jill and at a low enough price for the shop to add some value when selling to its customers. Jill is likely to use batch production in order to make the cakes more efficiently and at lower unit costs. She is also likely to use batch production for the seasonal cakes as they will not be needed to be individual, even though the ingredients will be different from the normal range of cakes. Batch production will allow Jill to keep to her deadlines and fulfil the three times a week order.

- Your Grocery Store – will be a challenge for Jill as it will be a much bigger order to supply the 12 shops and she will have to make many more cakes. Batch may be an option depending on how many different types of cakes they want, but is she has to make a higher quantity of the same cake she should consider flow production, which will allow her to me more efficient and lower unit costs. However, she has to make sure the quality of the cakes remains as required by Your Grocery Store as they will not be happy if the quality is less than expected. Jill may have to buy new equipment to allow her to use flow production and she may not have the space in her kitchen to do this.

- Jill could use flow production for the local food retailer and Your Grocery Store by making the same cakes for them, this would save her time and money and make sure she can meet her deadlines. She could then reduce the amount of job production cakes she makes for individual customers as this is likely to be less profitable.

Credit any other valid response.

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Band	AO3
4	**9-10 marks** An excellent response which demonstrates: • perceptive and insightful evaluation of the appropriate methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • balanced and well-developed evaluation of at least two methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • a well-reasoned evaluation • clear recommendation supported with coherent reason(s) • consistent links between the evaluation and the data.
3	**6-8 marks** A good response which demonstrates: • developed evaluation of the appropriate methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • balanced evaluation of at least two methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data.
2	**3-5 marks** A basic response which demonstrates: • some evaluation of the appropriate methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • there is evaluation of at least two methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • evaluation shows some reasoning • recommendation with an attempt to support with reasons • some links between the evaluation and the data **or** • developed evaluation of two methods of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • reasoned evaluation of at least one method of production for supplying Jill's individual customers, the local food retailer and Your Grocery Store Ltd • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data **or** • developed evaluation of at least two methods of production for supplying Jill's individual customers or the local food retailer or Your Grocery Store Ltd • reasoned evaluation of at least two methods of production for supplying Jill's individual customers or the local food retailer or Your Grocery Store Ltd • reasoned evaluation • recommendation with supported reasons • relevant links between the evaluation and the data.

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1	**1-2 marks** A limited response which demonstrates: • minimal evaluation of at least one method of production for supplying Jill's individual customers or the local food retailer or Your Grocery Store Ltd • brief/unsupported evaluation of at least one method of production for supplying Jill's individual customers or the local food retailer or Your Grocery Store Ltd • superficial evaluation • unsupported or no recommendation given • generic evaluation not linked to the data.
0	No response attempted or nothing worthy of credit.

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Mapping of questions to specification content and assessment objectives:

Tasks			Areas of Content (AoC) (sections)								Marks			
			AoC 1	AoC 2	AoC 3	AoC 4	AoC 5	AoC 6	AoC 7	AoC 8	Total	AO1	AO2	AO3
1	a		1.1.1								2	2		
	b		1.1.1								2	2		
	c	i		1.2.2							1	1		
		ii		1.2.3							1	1		
		iii		1.2.5							1	1		
		iv		1.2.7							1	1		
	d		1.1.2								4	4		
	e		1.1.2								2	2		
	f										6		6	
2	a		1.1.9								2	2		
	b				1.3.4						2	1	1	
	c								1.7.1		4	4		
	d								1.7.2		4			4
	e									1.8.1	8	8		
3	a	i			1.3.2						1	1		
		ii			1.3.2						1	1		
		iii			1.3.2						1	1		
		iv			1.3.2						1	1		
	b				1.3.2						2	1	1	
	c						1.5.5				4			4
	d	i					1.5.3				2	1	1	
		ii					1.5.3				2	1	1	
	e						1.5.3				4		4	
	f										2			2
4 (opt.)	a			1.2.7							4	4		
	b			1.2.6							6		6	
	c			1.2.5							10			10

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Tasks			Areas of Content (AoC) (sections)								Marks			
			AoC 1	AoC 2	AoC 3	AoC 4	AoC 5	AoC 6	AoC 7	AoC 8	Total	AO1	AO2	AO3
5 (opt.)	a				1.3.2						4	4		
	b				1.3.3						6		6	
	c				1.3.3						10			10
6 (opt.)	a					1.4.5					4	4		
	b					1.4.4					6		6	
	c					1.4.7					10			10
7 (opt.)	a						1.5.1				4	4		
	b						1.5.6				6		6	
	c						1.5.2				10			10
											80	**40**	**20**	**20**

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