

Business Studies

Advanced Subsidiary GCE

Unit **F292**: Business Functions

Mark Scheme for June 2011

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Mark schemes should be read in conjunction with the published question papers and the Report on the Examination.

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Section A

Question		Expected Answers	Mark	Additional Guidance
1	(a)	<p>Define the term 'margin of safety'.</p> <p>The level of output in excess of the break-even output <u>OR</u> the difference between the actual output/sales and break-even level of output/sales.</p> <p>2 marks – knowledge of what the term means with a clear reference to the gap between actual output and break-even 1 mark – a general idea of what the term means with some reference to break-even</p>	[2]	<p>Only a definition is needed, it is not necessary to provide an explanation.</p> <p>Candidates who refer to a difference between break-even and actual revenue -1 mark.</p> <p>Candidates may write their answer as a formula, eg $MoS = \text{Actual output} - \text{break-even}$ (2 marks).</p>
	(b)	<p>Identify two leadership styles.</p> <p>Any two from:</p> <ul style="list-style-type: none"> • autocratic/authoritarian • democratic • paternalistic • laissez-faire (allow vaguely correct spellings) 2 x 1 mark 	[2]	<p>Accept other recognisable leadership styles, such as bureaucratic, technocratic, X, Y, styles linked to Blake's grid, etc.</p>
	(c)	<p>State two marketing objectives.</p> <p>Any two from:</p> <ul style="list-style-type: none"> • to increase sales • increase market share • increase (product) awareness • to improve quality • gain a unique selling point • enter a new market • introduce a new product • extend the product life cycle • to improve brand loyalty • to understand customers better • to change the product portfolio 2 x 1 mark 	[2]	<p>Allow objectives specific to the marketing mix: price, product, promotion and place.</p> <p>Do not reward identification of elements of the marketing mix</p> <p>Ensure that the two objectives are different.</p> <p>Do not reward general business objectives, eg to increase profit, to survive, etc</p> <p>Do not reward methods to achieve objectives</p>

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(d)	<p>A business is considering purchasing a new piece of machinery at a cost of £50,000. The machinery is expected to last for five years and produce annual net cash inflows as follows.</p> <table border="1" data-bbox="371 373 792 620"> <thead> <tr> <th>Year</th> <th>Net cash inflow (£)</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>(50,000)</td> </tr> <tr> <td>1</td> <td>20,000</td> </tr> <tr> <td>2</td> <td>30,000</td> </tr> <tr> <td>3</td> <td>40,000</td> </tr> <tr> <td>4</td> <td>40,000</td> </tr> <tr> <td>5</td> <td>40,000</td> </tr> </tbody> </table> <p>Calculate the Accounting Rate of Return (ARR) for the machinery.</p> <p>Total Profit = £170,000 - £50,000 = £120,000 [1]</p> <p>Average Annual Profit = £120,000 / 5 = £24,000 [1]</p> <p>ARR = $\frac{£24,000 \times 100}{£50,000} = \underline{\underline{48\%}}$ [2]</p> <p style="text-align: right;">OFR</p>	Year	Net cash inflow (£)	0	(50,000)	1	20,000	2	30,000	3	40,000	4	40,000	5	40,000	[4]	<p>Award four marks for correct answer and a percentage sign (even with no working).</p> <p>Award three marks for 0.48 or 48 (OFR).</p> <p>Look for the number of mistakes made by a candidate. This can help in the marking of more complicated attempts.</p> <p>No marks should be awarded for attempts to work out payback period.</p> <p style="text-align: center;">-----</p> <p>There is an alternative method to calculating ARR found in some books which has to be accepted.</p> <p>£170,000/5 (1) = £34,000 (1)</p> <p>(£34,000/£50,000) x 100 = 68% (2)</p> <p>Award three marks for 0.68 or 68 (OFR)</p>
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4	40,000																
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(e)	<p data-bbox="376 209 1133 242">Outline two benefits to a firm of using cell production.</p> <ul data-bbox="376 280 1267 730" style="list-style-type: none"> <li data-bbox="376 280 1267 347">• improved quality – greater pride will be taken in their work due to increased empowerment and/or quality assurance <li data-bbox="376 352 1267 419">• workers will be more multi-skilled – because workers in the cell will be required to carry out a number of different tasks <li data-bbox="376 424 1267 491">• reduction in stock – cell production is part of the lean production philosophy <li data-bbox="376 496 1267 563">• reduced waste levels – there is less moving around of the product during the process so less damage can take place <li data-bbox="376 568 1267 635">• increased motivation – due to the greater empowerment which is usually associated with cell production <li data-bbox="376 639 1267 707">• increased productivity – due to more motivated staff/more efficient working methods, etc <li data-bbox="376 711 1267 730">• improved communication – due to increased teamwork. <p data-bbox="1043 767 1267 801" style="text-align: right;">2 x (1 + 1 marks)</p>	[4]	<p data-bbox="1391 209 1928 242">Ensure that the two benefits are different.</p> <p data-bbox="1391 280 2040 347">1 mark for the benefit & 1 mark for an explanation of it</p> <p data-bbox="1391 386 1995 443">The explanation needs to make it clear why or how the benefit is achieved</p>

Question	Expected Answers	Mark	Additional Guidance
(f)	<p>Explain one advantage and one disadvantage to a business of having a high labour turnover.</p> <p>Advantages:</p> <ul style="list-style-type: none"> • introduction of new skills – as new people join the business they bring in new qualifications and experiences so the business can be more innovative/higher quality/respond to change etc • able to recruit for a specific post – any new needs in workforce skills can be catered for • makes change easier – new workers may be more comfortable with change in the organisation. <p>Disadvantages:</p> <ul style="list-style-type: none"> • increased costs – more recruitment costs such as advertising and interview costs, as well as training costs • lower levels of efficiency – this will apply to the new worker as they get used to the job and the other workers who may be affected by a new ‘team member’ • adverse effect on the reputation of the business – which may affect recruitment/sales etc • existing workers may become unsettled – which may lead to lower motivation/lower productivity/lower levels of quality, etc. <p style="text-align: right;">2 x (1 + 1 marks)</p>	[4]	<p>1 mark for the benefit & 1 mark for an explanation of it</p> <p>Ensure that the disadvantage is not just a reworking of the advantage</p> <p>The explanation needs to make it clear why or how the advantage/disadvantage is achieved</p> <p>A candidate who gives two advantages or two disadvantages can only score a maximum of 2 marks.</p>
Section A Total		[18]	

Section B

Question	Expected Answers	Mark	Additional Guidance
2	<p data-bbox="297 274 1236 373">(a) (i) Matthew Albie estimates that there are currently a total of 120,000 children in day nurseries in JKL's target market in the Birmingham area.</p> <p data-bbox="371 408 788 437">Calculate JKL's market share.</p> <p data-bbox="371 475 1084 539">Market share = $\frac{\text{JKL's output}}{\text{Total market size}} \times 100$ [1]</p> <p data-bbox="555 577 860 641">= $\frac{300}{120,000} \times 100$</p> <p data-bbox="555 679 1084 711">= <u>0.25%</u> [1]</p> <p data-bbox="297 746 1236 813">(ii) The total cost of providing daycare for a child up to two years old at JKL is £200 per week.</p> <p data-bbox="371 849 1133 912">Calculate the percentage mark-up on total cost for this service at JKL.</p> <p data-bbox="371 951 1084 1015">Mark-up = $\frac{\text{Profit per unit}}{\text{Total cost per unit}} \times 100$ [1]</p> <p data-bbox="555 1053 824 1117">= $\frac{45}{200} \times 100$</p> <p data-bbox="555 1155 1084 1187">= <u>22.5%</u> [1]</p>	<p data-bbox="1272 679 1317 711">[2]</p> <p data-bbox="1272 1155 1317 1187">[2]</p>	<p data-bbox="1352 274 2024 338">In the formula, reference to JKL's customers and/or total customers in market, rather than output is fine.</p> <p data-bbox="1352 376 2047 408">An answer of 0.25% with no working gains full marks.</p> <p data-bbox="1352 446 1823 478">Accept an answer of 0.2% or 0.3%.</p> <p data-bbox="1352 517 2047 580">Accept answers that calculate JKL's share of the UK market = 0.05%</p> <p data-bbox="1352 619 1778 651">If no % sign – maximum 1 mark</p> <p data-bbox="1352 689 2047 753">Do not give any reward for candidates who calculate profit margin – 18%</p> <p data-bbox="1352 791 2002 823">No reward for just calculating profit per unit of £45.</p> <p data-bbox="1352 861 2047 893">An answer of 22.5% with no working gains full marks.</p> <p data-bbox="1352 932 1800 963">Accept an answer of 22% or 23%.</p> <p data-bbox="1352 1002 2047 1091">Candidates who calculate the mark up for age 2 to 5 years (-2.6%), awarded one mark if the formula is written or implied.</p>

Question	Expected Answers	Mark	Additional Guidance
2 (b)	<p>Discuss the factors that JKL might consider in setting its prices in response to the threat of increased competition.</p> <p>We are told that private sector nursery education is a growing market. However, JKL has no market power (it only has 0.25% of the local market share) and according to the market research there is a growing number of nursery groups (currently 11% of the market) which will increasingly see JKL marginalised. JKL produces a range of different services which all may have different pricing issues to consider and its prices are significantly higher than the national average (£182 a week).</p> <p>There may be room for cutting prices given the fact that JKL has a profit margin of 22.5%. With a growing number of new competitors on the scene, this may be a reasonable policy to suggest. Is this sort of product one which responds to price changes in this way? It would be useful to know how price elastic nursery education is. A cut in costs may also lead to a fall in quality which is against JKL's ethos and Harriet's objectives.</p> <p>JKL may wish to consider charging different prices at those centres where there is the additional competition appearing. (TotsAtPlay does have lower weekly prices in all of the main services offered.) There is no reason to think that JKL must charge identical prices across all three of its centres, as long as there is no opportunity for customers to move their child to the lower charging centre. This is unlikely as parents will mainly choose the centre of ease of location to their home. The opening of the new centre in September may also present an opportunity to carry out some promotional pricing in the short-run.</p>		<p>Candidates who answer a different question, such as, 'What pricing strategy should JKL adopt?' can only be rewarded if factors are implicit in their answer.</p> <p>Candidates who use their answers from 2 (a) – the OFR applies.</p>

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	<p>The significant difference between JKL and TotsAtPlay's pricing is the pricing period. TotsAtPlay charges daily which gives the customer more flexibility in choosing how many days to send their child to nursery – this is particularly relevant given the large number of mothers who work part-time. However, charging weekly, as JKL does, gives it more certainty over revenues.</p> <p>It could be argued that JKL does not need to worry too much about price. We are told in the market research that the demand in this sector is growing and JKL has 100% capacity utilisation in all three of its centres. This would suggest that there is plenty of demand in the market at current price levels and unless the state of the economy or nursery education preferences change, there is no reason to think that demand for JKL's services will begin to diminish.</p> <p style="text-align: right;">OFR</p> <table border="1" data-bbox="360 746 1234 1193"> <tr> <td data-bbox="360 746 510 916">Level 4</td> <td data-bbox="510 746 1099 916">Some evaluation shown by making a justified judgement about the relative importance of the different factors affecting pricing and/or a suitable course of action for JKL.</td> <td data-bbox="1099 746 1234 916">(16-12)</td> </tr> <tr> <td data-bbox="360 916 510 1018">Level 3</td> <td data-bbox="510 916 1099 1018">Some analysis of appropriate pricing factors and how they may be used by JKL in responding to the competition.</td> <td data-bbox="1099 916 1234 1018">(11-7)</td> </tr> <tr> <td data-bbox="360 1018 510 1086">Level 2</td> <td data-bbox="510 1018 1099 1086">Some understanding shown of factors that may affect pricing decisions.</td> <td data-bbox="1099 1018 1234 1086">(6-3)</td> </tr> <tr> <td data-bbox="360 1086 510 1193">Level 1</td> <td data-bbox="510 1086 1099 1193">Some knowledge of factors affecting price or statements about how JKL's pricing is different to TAP's.</td> <td data-bbox="1099 1086 1234 1193">(2-1)</td> </tr> </table>	Level 4	Some evaluation shown by making a justified judgement about the relative importance of the different factors affecting pricing and/or a suitable course of action for JKL.	(16-12)	Level 3	Some analysis of appropriate pricing factors and how they may be used by JKL in responding to the competition.	(11-7)	Level 2	Some understanding shown of factors that may affect pricing decisions.	(6-3)	Level 1	Some knowledge of factors affecting price or statements about how JKL's pricing is different to TAP's.	(2-1)		<p>Better answers will only consider appropriate pricing factors for JKL and are likely to make good use of the data in Table 1 and Appendix 1.</p> <p>A 'good' answer should be awarded at or above the default mark in whichever level is gained.</p>
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3	<p>Discuss how JKL may improve its cash-flow in the future.</p> <p>The majority of cash-flow problems are caused by an imbalance in the timings between when outflows are paid and inflows are received. Therefore, any solutions to cash-flow problems are generally centred around reducing or delaying outflows and speeding up or increasing inflows.</p> <p>Could JKL change its charging policy so that the invoices for the full-time children are payable in less than 30 days? This policy means that, in some cases, payment is being received up to seven weeks after the provision of the service. Additionally, could JKL request payment for the other services, eg babysitting, to be paid on the day? However, the impact on customers of this change in policy must be considered, especially considering JKL's tiny market share and lack of market power. What do the competitors do?</p> <p>An increase in price could also increase inflows, given that JKL is working at 100% capacity with excess demand. Demand is likely to be price inelastic so revenues will respond positively to any increase in price.</p> <p>A major outflow is labour costs. Could JKL pay part-time staff monthly? This may have a detrimental effect on the staff and go against Harriet's ethos. Again, what does the competition do? Also, as JKL's staff-child ratio exceeds the legal minimum, could it reduce the number of staff, although this may affect the quality of JKL's service which may be necessary to justify the high prices.</p> <p>There is significant planned expenditure in new equipment and maintenance in April, June and November. Is this absolutely necessary and do the two items have to be planned for the same month? JKL's centres are all very new and purpose built so should not need that much additional expenditure. However, JKL is in a very competitive market where customers are paying above the</p>		

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	<p>average market price and so they may well expect a very high level of quality. Also, children's equipment will get broken and dirty on a regular basis, so that replacement may be necessary on health and safety grounds.</p> <p>As mentioned by Jordan and Harriet, the firm could consider looking for a cash injection from a new business 'partner', whether a venture capitalist or an equity investor. This would immediately improve JKL's cash-flow without any need to make any other drastic changes. However, it may have an impact on Harriet's control of the company.</p> <p>Better answers may recognise that JKL's most significant cash-flow problems for 2011 appear to be linked to the opening of the new centre in September. It could be argued that there is not really a long-term cash-flow problem as there is a significant improvement between September and December.</p> <table border="1" data-bbox="369 790 1146 1236"> <tbody> <tr> <td data-bbox="369 790 504 957">Level 4</td> <td data-bbox="504 790 1019 957">Some evaluation shown by supporting any judgement made about whether any suggested changes at JKL will work and/or be appropriate in its current situation.</td> <td data-bbox="1019 790 1146 957">(16-12)</td> </tr> <tr> <td data-bbox="369 957 504 1093">Level 3</td> <td data-bbox="504 957 1019 1093">Some analysis of specific suggestions for JKL of how it might improve its current cash-flow position.</td> <td data-bbox="1019 957 1146 1093">(11-7)</td> </tr> <tr> <td data-bbox="369 1093 504 1165">Level 2</td> <td data-bbox="504 1093 1019 1165">Some understanding shown of how cash-flow can be improved.</td> <td data-bbox="1019 1093 1146 1165">(6-3)</td> </tr> <tr> <td data-bbox="369 1165 504 1236">Level 1</td> <td data-bbox="504 1165 1019 1236">Some knowledge of cash-flow and/or how to improve it.</td> <td data-bbox="1019 1165 1146 1236">(2-1)</td> </tr> </tbody> </table>	Level 4	Some evaluation shown by supporting any judgement made about whether any suggested changes at JKL will work and/or be appropriate in its current situation.	(16-12)	Level 3	Some analysis of specific suggestions for JKL of how it might improve its current cash-flow position.	(11-7)	Level 2	Some understanding shown of how cash-flow can be improved.	(6-3)	Level 1	Some knowledge of cash-flow and/or how to improve it.	(2-1)	[16]	<p>Candidates who approach this question from the point of view of sources of finance will also need to consider changing inflows and/or outflows to access the higher marks in any level.</p> <p>A 'good' answer should be awarded at or above the default mark in whichever level is gained.</p>
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4	<p>Assess the likely impact on the motivation of JKL's employees of the proposal to increase capacity utilisation in each childcare centre.</p> <p>JKL appears to be a business which respects its employees, is keen to look after them by paying a salary above the industry norm and thus ensure they are motivated and happy. One of Harriet's stated aims is to raise the standards and status of the childcare profession. In addition, she has regular meetings with the staff.</p> <p>One potential impact of the proposal to increase capacity utilisation above 100% is on the staff-child ratio. We are told that this is currently above the required standard so that the workers will have more time to play with, supervise and look after the children in their care. If we assume that the workers are currently motivated then any increased pressures on their work may reduce this motivation. This may also have implications in terms of safety standards and the level of customer happiness. This is not something to be jeopardised – given the current concerns about increased competition and the imminent opening of a new centre.</p> <p>Up to 40% of the staff are currently working towards some form of childcare qualification. In addition, JKL provides paid study leave and allows training time for at least 10 in-house training courses. Training, and the opportunity for promotion which comes with it, are seen as motivators by Herzberg and Maslow. Increased pressure on work will jeopardise this and may ultimately mean that JKL's employees are less well qualified and so do their job less well. (The proposal to introduce the Quality Counts initiative may also be affected by increased capacity utilisation.)</p>		<p>Answers that consider the possible impact of the proposal on JKL may be rewarded as long as there is an explicit or implicit link from employee motivation.</p>

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	<p>Imposing any changes may also cause problems as it contradicts the theory of Mayo, with regards to the human relations approach of workers feeling involved and appreciated – something present at the moment.</p> <p>Ultimately, JKL need to consider the balance between increasing the efficient use of its factors and the impact which this has on the workforce, in an industry which is highly reliant on the motivation, quality and dedication of its staff. Will this increase in capacity utilisation be a short-run issue or may it jeopardise the long-term aims of the business?</p> <table border="1" data-bbox="376 614 1227 1093"> <tbody> <tr> <td data-bbox="383 614 510 783">Level 4</td> <td data-bbox="521 614 1099 783">Some evaluation shown by taking a judgemental approach to the consequences for JKL and/or its employees of changes in motivation resulting from higher capacity utilisation.</td> <td data-bbox="1111 614 1227 783">(16-12)</td> </tr> <tr> <td data-bbox="383 783 510 922">Level 3</td> <td data-bbox="521 783 1099 922">Some analysis of the possible impact on the motivation of JKL's employees/JKL (positive and/or negative) linked to higher capacity utilisation.</td> <td data-bbox="1111 783 1227 922">(11-7)</td> </tr> <tr> <td data-bbox="383 922 510 1023">Level 2</td> <td data-bbox="521 922 1099 1023">Some understanding shown of how motivation may be affected by changes in capacity utilisation.</td> <td data-bbox="1111 922 1227 1023">(6-3)</td> </tr> <tr> <td data-bbox="383 1023 510 1093">Level 1</td> <td data-bbox="521 1023 1099 1093">Some knowledge about factors affecting motivation and/or motivational theories.</td> <td data-bbox="1111 1023 1227 1093">(2-1)</td> </tr> </tbody> </table>	Level 4	Some evaluation shown by taking a judgemental approach to the consequences for JKL and/or its employees of changes in motivation resulting from higher capacity utilisation.	(16-12)	Level 3	Some analysis of the possible impact on the motivation of JKL's employees/JKL (positive and/or negative) linked to higher capacity utilisation.	(11-7)	Level 2	Some understanding shown of how motivation may be affected by changes in capacity utilisation.	(6-3)	Level 1	Some knowledge about factors affecting motivation and/or motivational theories.	(2-1)	[16]	<p>Evaluative answers are likely to discuss the actual significance of any change on the workforce which may be largely affected by how many extra children each centre takes in.</p> <p>A 'good' answer should be awarded at or above the default mark in whichever level is gained.</p>
Level 4	Some evaluation shown by taking a judgemental approach to the consequences for JKL and/or its employees of changes in motivation resulting from higher capacity utilisation.	(16-12)													
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5*	<p>The NDNA's Quality Counts scheme is one example of a quality initiative (lines 123-127)</p> <p>Evaluate how JKL could improve the quality of the services it provides.</p> <p>Quality is clearly a central focus for JKL and something which Harriet believes in strongly. It is also vital in JKL's line of business, especially given the recent bad publicity surrounding the industry. Although there are statutory checks, such as OFSTED, and voluntary checks, as a member of the NDNA, all childcare centres will have to abide by these and so there is no differentiation in the eye of the customer. Customers will also expect higher levels of quality to justify the higher price that JKL charges relative to the competition (eg better equipment, lower staff-child ratio, specialised diets etc.)</p> <p>The proposal by Darius to sign up for the NDNA's Quality Counts scheme may be considered by candidates. Discussion can be expected about what impact running such a scheme may have on the management and workforce. Even though it is to be done on-line, it will still take time and distract everyone from their day-to-day jobs. This may be particularly an issue for management at present as they are in the last few months before opening a new centre in September. It is vital that this is done correctly and efficiently, especially given the latest market trends. In addition, many of the workers are already studying for a childcare course both during worktime and in their own time. Will completion of the modules for Quality Counts get in the way of this studying/work and lead to one or the other being neglected? This may have a financial implication for the staff as pay is linked to the level of qualification.</p>		<p>Candidates who just produce textbook discussions about one or more quality initiatives should not be rewarded above Level 2.</p>

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	<p>The cost of any idea to improve quality is also a factor to consider. For the four centres (as of September) the initial cost of the NDNA scheme will be £4360, with further payments of £840 in each of years two and three. JKL is therefore, looking at a total cost of over £5000, without considering the indirect costs created as a consequence of this training. This comes at a time when cash is tight and additional funding is being sought.</p> <p>As with any way of improving quality, it is important that the visible benefits (to the paying customer) justify the cash outlay for the project. This can be difficult to quantify in any service organisation, but even more so in a childcare centre where the customer does not directly consume the product and, in fact, does not tangibly see what they are paying for.</p> <p>Better answers will consider one or more of these issues in relation to the specific circumstances facing a childcare centre.</p>		<p>Candidates who argue that improvements in quality are unnecessary for JKL can only reach L4 if they have previously analysed method(s) to improve quality.</p> <p>A 'good' answer should be awarded at or above the default mark in whichever level is gained.</p> <p>Candidates may consider other quality initiatives, such as:</p> <ul style="list-style-type: none"> • quality circles • benchmarking • ISO9001 • Investors in People • TQM.

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	<table border="1"> <tr> <td data-bbox="365 240 495 683">Level 4</td> <td data-bbox="506 240 1099 683"> <p>Some evaluation shown by making a justified judgement about whether suggested ideas will be appropriate in the circumstances which JKL face.</p> <p>Complex idea(s) have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p> </td> <td data-bbox="1111 240 1223 683">(20-15)</td> </tr> <tr> <td data-bbox="365 687 495 1066">Level 3</td> <td data-bbox="506 687 1099 1066"> <p>Some analysis of the advantages and disadvantages of <u>appropriate</u> idea(s) which JKL could use.</p> <p>Relatively straightforward ideas have been expressed with some clarity and fluency. Arguments are generally relevant, though may stray from the point of the question. There will be some errors of spelling, punctuation and grammar, but these are unlikely to be intrusive or obscure meaning.</p> </td> <td data-bbox="1111 687 1223 1066">(14-9)</td> </tr> </table>	Level 4	<p>Some evaluation shown by making a justified judgement about whether suggested ideas will be appropriate in the circumstances which JKL face.</p> <p>Complex idea(s) have been expressed clearly and fluently using a style of writing appropriate to the complex subject matter. Sentences and paragraphs, consistently relevant, have been well structured, using appropriate technical terminology. There may be few, if any, errors of spelling, punctuation and grammar.</p>	(20-15)	Level 3	<p>Some analysis of the advantages and disadvantages of <u>appropriate</u> idea(s) which JKL could use.</p> <p>Relatively straightforward ideas have been expressed with some clarity and fluency. Arguments are generally relevant, though may stray from the point of the question. There will be some errors of spelling, punctuation and grammar, but these are unlikely to be intrusive or obscure meaning.</p>	(14-9)		
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	<table border="1"> <tr> <td data-bbox="360 240 499 512">Level 2</td> <td data-bbox="499 240 1099 512"> <p>Some understanding shown of how quality can be improved in any business.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p> </td> <td data-bbox="1099 240 1232 512">(8-4)</td> </tr> <tr> <td data-bbox="360 512 499 751">Level 1</td> <td data-bbox="499 512 1099 751"> <p>Some knowledge of quality methods.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p> </td> <td data-bbox="1099 512 1232 751">(3-1)</td> </tr> </table>	Level 2	<p>Some understanding shown of how quality can be improved in any business.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p>	(8-4)	Level 1	<p>Some knowledge of quality methods.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p>	(3-1)	<p>[20]</p>	<p>Poor QWC cannot prevent a candidate from accessing any level, but within any individual level QWC can affect the final mark given by a maximum of 2 marks.</p>
Level 2	<p>Some understanding shown of how quality can be improved in any business.</p> <p>Some simple ideas have been expressed in an appropriate context. There are likely to be some errors of spelling, punctuation and grammar of which some may be noticeable and intrusive.</p>	(8-4)							
Level 1	<p>Some knowledge of quality methods.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Writing may also lack legibility.</p>	(3-1)							

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