

The maximum mark for this paper is **60**.

QUALITY OF WRITTEN COMMUNICATION

Quality of written communication is assessed in questions that are indicated accordingly (*). Marks should be awarded for spelling, punctuation and grammar, use of appropriate form and style of writing, and for organising work clearly and coherently.

Question Number	Answer	Marks
3* cont'd	<ul style="list-style-type: none"> • <i>legal constraints on operations such as Health and Safety, laws concerning pollution/emissions and noise etc. Also building regulations and standards and building controls.</i> • <i>social issues – the residents of the area, pressure groups are concerned about the current and future operations of the business.</i> • <i>economic factors – the business is dependent on the prosperity of the construction industry which can be dependent on the economy e.g. interest rates and the housing market, government expenditure on new building.</i> • <i>technological factors – new processes, fuels etc.</i> • <i>political – whether the environmental lobby is influential or not with the local and national government.</i> <p>Level 4 For evaluating how the external environment impacts on operations within the context of Northbury Cement. Complex ideas 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> <p>Level 3 For analysing how the external environment impacts on operations within the context of Northbury Cement i.e. the impact of these constraints on the business. Candidates may access marks in this level by exploring the implications of external environmental factors on decision making at NC or exploring the benefits or drawbacks of any factor raised. Relatively straight forward 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> <p>Level 2 For demonstrating knowledge and understanding of how the external environment impacts on operations in the context of Northbury Cement i.e. the implications of external environment constraints on the business. If the answer is not in the appropriate context but shows a clear understanding of the issues involved then award marks at the lower end of this level. 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> <p>Level 1 For showing knowledge and understanding of how external environmental factors might impact on business in general. 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>	<p>[9-13]</p> <p>[5-8]</p> <p>[3-4]</p> <p>[1-2]</p>

Question Number	Answer	Marks
4	<p>Analyse whether Northbury is a suitable location for continuing cement production over the next 10 years.</p> <p><i>Possible reasons might include:</i></p> <ul style="list-style-type: none"> • <i>the local availability of raw materials e.g. chalk and clay;</i> • <i>to provide the products for a nearby market, which has the potential for expansion in the future— cement is a bulky product to transport long distances;</i> • <i>the production method used at NC means it is a more expensive site to operate than dry process production plants;</i> • <i>there is land available for any future developments e.g. the waste burning plant;</i> • <i>the possibility of local government assistance and community support (linked to the point above) if the plant uses domestic waste as a fuel;</i> • <i>there is a ready supply of skilled labour with training courses at local colleges.</i> <p>Level 3 For analysing the reasons why Northbury is an ideal location for continuing cement manufacturing. Candidates might for example explore the implications for costs, revenue or profits.</p> <p>Level 2 For demonstrating an understanding of reasons why Northbury is a good location for a cement manufacturing business. If the answer is not in context but shows a clear understanding of the factors influencing location of businesses then award marks at the low end of this level.</p> <p>Level 1 For demonstrating knowledge of the general factors that influence the location of a business.</p>	<p>[6]</p> <p>[5-6]</p> <p>[3-4]</p> <p>[1-2]</p>
5*	<p>Discuss the methods NC might use to ensure it sells products of the highest quality to its customers</p> <p><i>Candidates may explore issues from a number of standpoints.</i></p> <ul style="list-style-type: none"> • <i>Quality is about meeting the needs of customers but it may involve some measurement to achieve particular standards. Northbury Cement uses methods clearly identified in the case study (lines 12-25);</i> • <i>Quality covers many aspects of production such as design, reliability, durability, after sales service etc;</i> • <i>Quality can begin with the design process and then methods used to manufacture the goods.</i> 	[13]

Question Number	Answer	Marks
5* cont'd	<p><i>The company may adopt a range of procedures to achieve quality standards.</i></p> <ul style="list-style-type: none"> • <i>total quality management – where quality checks are built into the entire production process. It is a business philosophy as much as a method of quality control;</i> • <i>quality assurance – meeting the standards desired by customers – it involves ensuring/guaranteeing certain quality standards are met. It may involve codes of practice, national or international recognised standards e.g. ISO 9001, signs and symbols;</i> • <i>the introduction of quality circles – staff that meet regularly to solve problems and suggest ways to improve quality in all areas of the business;</i> • <i>benchmarking – a technique used by businesses to identify the best methods of production and the best products and aim to match them;</i> • <i>sampling is mentioned in lines 29-31 of the case study. Tests are carried out on an hourly basis and for major contracts concrete blocks are produced and tested for strength at different time intervals.</i> <p>Level 4 For evaluating methods NC might use to achieve the highest quality of products. Complex ideas 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> <p>Level 3 For analysing methods NC might use to achieve the highest quality of products. Candidates may access marks in this level by exploring the implications of quality control methods on for example costs, or revenues at NC or the resource implications or by exploring the benefits or drawbacks of any factor raised. Relatively straight forward 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> <p>Level 2 For demonstrating knowledge and understanding of methods used to achieve the highest quality of products in the context of Northbury Cement. If the answer is not in the appropriate context but shows a clear understanding of the issues involved then award marks at the lower end of this level. 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>	<p>[9-13]</p> <p>[5-8]</p> <p>[3-4]</p>

Question Number	Answer	Marks
<p>6* cont'd</p>	<p>Level 3 For analysing the strategic implications of the waste plant getting the go ahead at the Northbury site. Candidates may access marks in this level by exploring the implications of the factors on possible strategic decision making at NC or exploring the benefits or drawbacks of any factor raised. Relatively straight forward 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> <p>Level 2 For demonstrating knowledge and understanding of the waste plant getting the go ahead and the general implications for Northbury Cement. It is unlikely candidates at this level will discuss the potential impact these implications might have for decision making within the business. If the answer is not in the appropriate context but shows a clear understanding of the issues involved then award marks at the lower end of this level. 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> <p>Level 1 For showing knowledge and understanding of how strategic changes might impact on business in general. 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>	<p>[7-12]</p> <p>[3-6]</p> <p>[1-2]</p>
Paper Total		60

Assessment Objectives Grid (includes QWC)

Question	AO1	AO2	AO3	AO4	Total
1	2	2	-	-	4
2	2	2	2	-	6
3*	2	3	3	5	13
4	2	2	2	-	6
5*	2	3	3	5	13
6*	2	4	6	6	18
Totals	12	16	16	16	60