

General Certificate of Secondary Education

A292

Business Studies

Unit A292: Business and People

Specimen Paper

Time: 1 hour

Candidates answer on the question paper.

Additional materials:

Calculators may be used

Candidate
Forename

Candidate
Surname

Centre
Number

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Candidate
Number

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INSTRUCTIONS TO CANDIDATES

- Write your name in capital letters, your Centre Number and Candidate Number in the boxes above.
- Use black ink. Pencil may be used for graphs and diagrams only.
- Read each question carefully and make sure you know what you have to do before starting your answer.
- Answer **all** the questions.
- Do not write in the bar codes.
- Do not write outside the box bordering each page.
- Write your answer to each question in the space provided.

INFORMATION FOR CANDIDATES

- The number of marks for each question is given in brackets [] at the end of each question or part question.
- The total number of marks for this paper is **60**.
- Your quality of written communication is assessed on the questions marked with an asterisk (*).

FOR EXAMINER'S USE	
1	
2	
TOTAL	

This document consists of **8** printed pages and **4** blank pages.

Answer **all** questions.

1 Barbara and John decided to give up their high-pressure jobs in London and open a craft shop in a town on the coast in North Wales. The shop will sell different products made and designed by Barbara and John. The business will run as a partnership.

(a) (i) Complete the following sentences. Choose a different word from the table to fill in each space.

Six	Liability	Skills	Capital	Profits	Two
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_____ or more people set up partnerships.

Work is shared and different partners with different _____ can be employed.

Partnerships have unlimited _____ [3]

(ii) Identify and explain the reasons why the craft shop is part of both the secondary sector **and** the tertiary sector.

.....
.....
.....
.....
..... [3]

(b)* Analyse **two** reasons why the craft shop might be dependent on other businesses in the local area.

Reason 1
.....
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.....

Reason 2
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..... [6]

- (c) Identify and explain **two** factors which Barbara and John may have considered when deciding on the location of their craft shop.

Factor 1

.....
.....

Factor 2

.....
.....

[4]

- (d) Barbara and John's main objective in their first year of business is to **survive**. Barbara feels that keeping accurate records will help them meet this objective.

- (i) Identify **two** reasons why keeping accurate records will help a business survive in its first year.

Reason 1

.....

Reason 2

.....

[2]

- (ii) Identify and explain **two** reasons why Barbara and John's objective might change after their first year of business.

Reason 1

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Reason 2

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[4]

(e) Analyse **one** way in which using ICT might be useful to Barbara and John in running their business.

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[4]

[Total: 26]

SPECIMEN

2 Action Plans plc (AP plc) is a large company which organises team building training for large businesses. This training takes place at activity centres. All the activity centres are run by a manager who lives on the premises.

(a) (i)* Analyse **two** reasons why AP plc employs a manager at each of its activity centres.

Reason 1

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Reason 2

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[6]

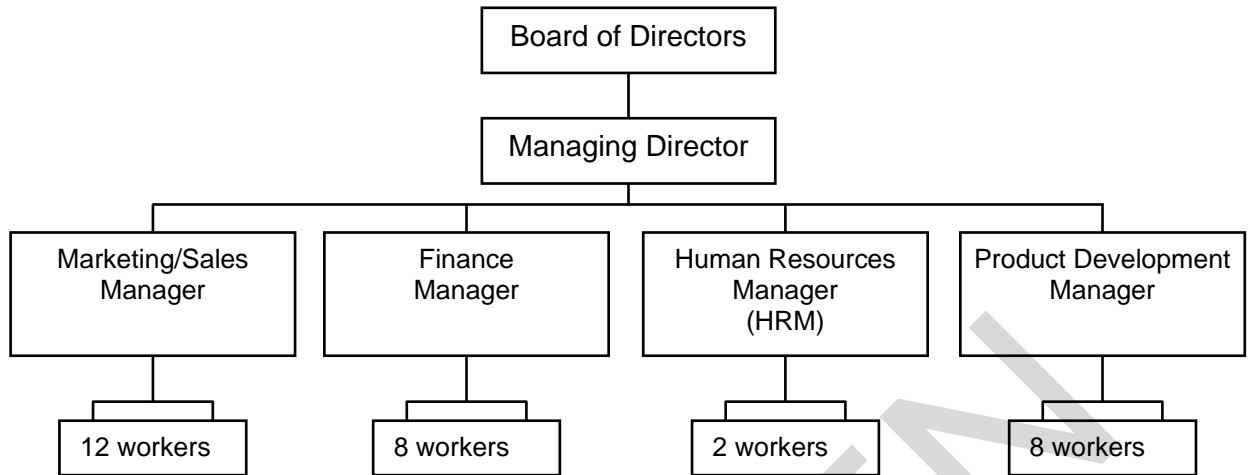
(ii) Which **two** of the following would AP plc normally provide for its managers? Tick **two** boxes.

	TICK two boxes
Training	
Free travel to work	
Royalty payments	
Uniform	

[2]

(b) Fig. 1 shows the organisation chart for AP plc.

Fig. 1 Organisation chart for AP plc



(i) What is the Managing Director's span of control?

.....
..... [1]

(ii) Explain what is meant by delegation. Use an example from Fig. 1 to support your answer.

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..... [2]

(iii) AP plc only introduced a Human Resources Management (HRM) department five years ago.

Analyse **one** reason why AP plc might have decided to introduce an HRM department.

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..... [4]

(c)* Ahmed and his wife Jean are managers at one of the activity centres.

They have asked the Human Resources Manager to recruit a **team leader** to run the team building exercises at their activity centre. They are aware that government laws on discrimination will affect how the Human Resources Manager selects the right person for the job.

Discuss **two** reasons why government laws on discrimination are important when considering the recruitment and selection process for the team leader.

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[6]

(d) (i) The Human Resources Department has decided to use **internal** recruitment to recruit the new team leader from its present workforce.

Identify and explain **two** advantages to the business of **internal** recruitment.

Advantage 1

.....

.....

.....

Advantage 2

.....

.....

.....

[4]

(ii) Which **two** of the following factors would be found in a person specification? Tick **two** boxes.

FACTORS	TICK two boxes
Health and safety	
Payment	
Communication skills	
Physical ability	

[2]

(e) AP plc motivates its employees using a combination of wages and profit sharing.

Last year AP plc earned a profit of £500,000 and 10% of this profit is shared between its employees.

(i) Calculate how much money is shared between the employees. Show your working.

Answer

[2]

(ii)* AP plc wants to increase the motivation of its employees. One director wants to increase the amount of the profit paid to its employees. Another director thinks it would be better to increase wage rates.

Recommend which method AP plc should use in order to increase the motivation of its employees. Give reasons for your recommendation.

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[5]

[Total: 34]

[Paper Total: 60]

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The maximum mark for this paper is 60.

SPECIMEN

Question Number	Answer	Max Mark
<p>1</p> <p>(a)(i)</p>	<p>Barbara and John decided to give up their high-pressure jobs in London and open a craft shop in a town on the coast in North Wales. The shop will sell products made and designed by Barbara and John. The business is run as a partnership.</p> <p>Choose a different word from the table to fill in each space.</p> <p>Target: To demonstrate knowledge of the features of business ownership.</p> <p>For three marks:</p> <p>Two (1) Skills (1) Liability (1)</p>	<p>[3]</p>
<p>1(a)(ii)</p>	<p>Identify and explain the reasons why the craft shop is part of both the secondary sector <u>and</u> the tertiary sector.</p> <p>Target: To apply knowledge and understanding of primary, secondary and tertiary sectors applied to the context.</p> <p>Up to two marks for each explanation. One mark for each correct identification of a reason up to a maximum of two reasons plus up to a maximum of one further mark for an explanation of one or other reason.</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • Secondary because it makes products (1) such as crafts (1) and tertiary because it sells them (1) and/or offers a service (1); • Any other valid suggestion. 	<p>[3]</p>
<p>1(b)*</p>	<p>Analyse <u>two</u> reasons why the craft shop might be dependent on other businesses in the local area.</p> <p>Target : To apply knowledge and understanding of the concept of interdependence in order to analyse how interdependence influences business activity.</p> <p>Level 3 (5-6 marks)</p> <p>Candidate analyses at least one reason why the business might be dependent on other businesses in the local area. Max 5 marks if only one reason analysed.</p> <p>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 (3-4 marks)</p> <p>Candidate applies knowledge of likely reason(s) why a business might be dependent on other businesses in a local area.</p> <p>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>	

Question Number	Answer	Max Mark
<p>1(b)* cont</p>	<p>Level 1 (1-2 marks) Candidate identifies likely reason(s) why a business might be dependent on other businesses. Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. Possible responses may include:</p> <ul style="list-style-type: none"> • supply materials; • banks for cash and borrowing; • accountants/solicitors for legal advice; • delivery firms for materials and stock. <p>0 marks – no response or no response worthy of credit. Exemplar: A business will need to get supplies from other businesses (L1) in order to make their products (L2). For example they need to buy raw materials. Barbara and John may decide to get these locally which will benefit the community or go further a field if prices are cheaper (L3). They will probably use the local bank to run their business account which may enable them to develop a closer relationship with the manager. Either way the business will be dependent on other businesses for success (L3).</p>	<p>[6]</p>
<p>1(c)</p>	<p>Identify and explain <u>two</u> factors which Barbara and John may have considered when deciding on the location of their craft shop. Target: To apply knowledge and understanding of factors influencing business location. Up to two marks for each explanation. One mark for each correct identification up to a maximum of two identifications plus up to a further one mark for each of two explanations Possible responses may include:</p> <ul style="list-style-type: none"> • suitability of premises; • access to potential/likely customers (locals and/or tourists); • costs (rent, business rates etc.); • availability of ancillary services; • proximity to complementary businesses; • more relaxed lifestyle; • nice area/scenery; • work/life balance; • any other valid suggestion. <p>Exemplar: Barbara and John might have considered the number of tourists that visit the town (1). The greater the number of tourists, the larger the number of potential customers and, hence, revenue (1).</p>	<p>[4]</p>

Question Number	Answer	Max Mark
<p>1(d)</p> <p>(i)</p>	<p>Barbara and John’s main objective in their first year of business is to <u>survive</u>. Barbara feels that keeping accurate records will help them meet this objective.</p> <p>Identify <u>two</u> reasons why keeping accurate records will help a business survive in its first year.</p> <p>Target: To demonstrate knowledge of business objectives/survival/keeping accurate records.</p> <p>One mark each for a correct identification up to a maximum of two identifications</p> <p>Possible responses may include:</p> <p>The ability to determine the ...</p> <ul style="list-style-type: none"> • level of sales (1); • level of profit (1); • break-even (1); • level of debt (1); • number of customers (1); • level of costs (1); • any other valid suggestion. 	<p>[2]</p>
<p>1(d)(ii)</p>	<p>Identify and explain <u>two</u> reasons why Barbara and John’s objective might change after their first year of business.</p> <p>Target: To apply knowledge and understanding of business objectives and how they may change over time.</p> <p>Up to two marks for each explanation. One mark for each correct identification up to a maximum of two identifications plus up to a further one mark for each of two explanations</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • improved reputation; • quality products; • links with community; • assessed market and seasons; • might want to expand; • survival is reasonable in the first year but in the long run businesses need to aim for profit; • any other valid suggestion. <p>Exemplar: In the first year Barbara and John want to make sure that they can at least cover their costs (1). After the first year they will want to start to make a reasonable amount of money/profit so that they can have a reasonable standard of living in North Wales (1).</p>	<p>[4]</p>

Question Number	Answer	Max Mark
1(e)	<p>Analyse <u>one</u> way in which using ICT might be useful to Barbara and John in running their business.</p> <p>Target: To apply knowledge and understanding of using ICT in order to analyse way(s) in which using ICT might be useful to Barbara and John in running their business.</p> <p>Level 3 (3-4 marks) Candidate analyses a way in which using ICT might be useful to Barbara and John in running their business.</p> <p>Level 2 (2 marks) Candidate applies knowledge of the way in which using ICT might be useful in running a business.</p> <p>Level 1 (1 mark) Candidate identifies a way in which using ICT might be useful in running a business.</p> <p>0 marks – no response or no response worthy of credit.</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • internet for web page/advertising/sales; • email for customers/suppliers etc; • spreadsheets for accounts; • database of customers/suppliers; • mobile phones; • internet banking; • any other valid suggestion. <p>Exemplar: Using ICT will be useful to the business because it allows many things to be done quickly, especially communication and keeping records (L1). They will probably use mobile phones to contact each other when they are away from the shop. This will be particularly important when out at schools running workshops (L2). It will be much easier, quicker and less expensive to advertise using a web page and they would be able to widen their market (L3).</p>	[4]
	Question 1 Total	[26]

Question Number	Answer	Max Mark
<p>2</p> <p>(a)(i)*</p>	<p>Action Plans plc (AP plc) is a large company which organises team building training for large businesses. This training takes place at activity centres. All the activity centres are run by a manager who lives on the premises.</p> <p>Analyse <u>two</u> reasons why AP plc employs a manager at each of its activity centres.</p> <p>Target: To apply knowledge and understanding of business organisations in order to analyse why the business employs a manager at each of its activity centres.</p> <p>Level 3 (5-6 marks)</p> <p>Candidate analyses a reason(s) why AP plc employs a manager at each of its activity centres. Maximum 5 marks if only one reason analysed. 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 (3-4 marks)</p> <p>Candidate applies knowledge of why managers are employed by a business. 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 (1-2 marks)</p> <p>Candidate identifies a reason(s) why managers are employed by a business. Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive. 0 marks – no response or no response worthy of credit.</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • local knowledge; • available when customers are present; • de-centralised control; • any other valid suggestion. <p>Exemplar: A business should operate more efficiently with a manager overseeing its operations (L1). A manager would be present at each of AP plc's activity centres and, therefore, may better meet the needs of individual customers (L2). This could result in a better quality of service for customers which may lead to more repeat bookings and/or repeat business (L3).</p>	<p>[6]</p>

Question Number	Answer	Max Mark										
2(a)(ii)	<p>Which <u>two</u> of the following would AP plc normally provide for its managers? Tick <u>two</u> boxes.</p> <p>Target: To demonstrate knowledge of employee benefits. One mark for each correct identification up to a maximum of two identifications. Accept the first two identifications only.</p> <table border="1" data-bbox="539 506 1145 853"> <thead> <tr> <th></th> <th>TICK two boxes</th> </tr> </thead> <tbody> <tr> <td>Training</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Free travel to work</td> <td></td> </tr> <tr> <td>Royalty payments</td> <td></td> </tr> <tr> <td>Uniform</td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>		TICK two boxes	Training	✓	Free travel to work		Royalty payments		Uniform	✓	[2]
	TICK two boxes											
Training	✓											
Free travel to work												
Royalty payments												
Uniform	✓											
2(b)(i)	<p>What is the Managing Director's span of control?</p> <p>Target: To demonstrate knowledge of the internal organisation of a business. For one mark: MD's span of control is 4</p>	[1]										
2(b)(ii)	<p>Explain what is meant by delegation. Use an example from Fig. 1 to support your answer.</p> <p>Target: To apply knowledge and understanding of the internal organisation of a business. Up to two marks for explanation. Possible responses may include: Delegation is the passing down of jobs or decisions to a subordinate (1). In Fig. 1 the MD could delegate jobs to the Marketing Manager (1).</p>	[2]										

Question Number	Answer	Max Mark
2(b)(iii)	<p>AP plc only introduced a Human Resources Management (HRM) department five years ago.</p> <p>Analyse <u>one</u> reason why AP plc might have decided to introduce an HRM department.</p> <p>Target: To apply knowledge and understanding of the internal organisation of the business in order to analyse why the internal organisation might change over time.</p> <p>Level 3 (3-4 marks)</p> <p>Candidate analyses reason(s) why AP plc might have introduced an HRM department.</p> <p>Level 2 (2 marks)</p> <p>Candidate applies knowledge of HRM.</p> <p>Level 1 (1 mark)</p> <p>Candidate demonstrates knowledge of HRM.</p> <p>0 marks – no response or no response worthy of credit.</p> <p>Possible responses may include:</p> <p>A separate department to deal with</p> <ul style="list-style-type: none"> • workforce planning/recruitment/reward/dismissal; • training; • staff development; • appraisal; • motivation; • employees'/franchisees' needs/social/welfare activities. <p>Exemplar: As a business gets bigger it may become much more interested in the development of their staff and planning their staffing needs for the future (L1). This means that jobs such as recruitment, which may previously have taken place within each department, can now be centralised within a specialist department. AP plc may have realised that the workforce is an important part of the business and that training, in particular, needs to be of the same standard throughout the organisation. This can only be achieved if the HRM is centralised (L2).</p>	[4]

Question Number	Answer	Max Mark
2(c)*	<p>Ahmed and his wife Jean are managers at one of the activity centres.</p> <p>They have asked the Human Resources Manager to recruit a team leader to run the team building exercises at their activity centre. They are aware that government laws on discrimination will affect how the Human Resources Manager selects the right person for the job.</p> <p>Discuss two reasons why government laws on discrimination are important when considering the recruitment and selection process for the team leader.</p> <p>Target: To apply knowledge and understanding of the laws relating to discrimination in order to analyse and evaluate their importance in this context.</p> <p>Level 3 (5-6 marks)</p> <p>Candidate analyses and evaluates the importance of laws on discrimination (sex, age, race, disability) in relation to the recruitment and selection process for the team leader. Max 5 marks if only one reason discussed. Evaluation required for max 6 marks.</p> <p>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 (3-4 marks)</p> <p>Candidate applies knowledge of the laws on discrimination (sex, age, colour, disability) in relation to the recruitment and selection.</p> <p>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 (1-2 marks)</p> <p>Candidate identifies ways in which the laws on discrimination (sex, age, colour, disability) affect a business.</p> <p>Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive.</p> <p>Possible responses may include references to:</p> <ul style="list-style-type: none"> • sex discrimination; • race discrimination; • age discrimination; • result of breaking the law – tribunals/compensation. <p>0 marks – no response or no response worthy of credit.</p> <p>Exemplar: The laws on discrimination mean that in most cases businesses cannot discriminate on the basis of sex, race, age and, in some cases, disability (L1).</p> <p>Some posts will require certain levels of physical fitness which may prohibit some people from being selected (L2). In this case the business may argue that the job needs a young fit person but as it is a team leader this may not be the case and an older more experienced person may be better in terms of knowledge and ability to lead (L3).</p>	[6]

Question Number	Answer	Max Mark										
2(d)(i)	<p>The Human Resources Department has decided to use internal recruitment to recruit the new team leader from its present workforce.</p> <p>Identify and explain <u>two</u> advantages to the business of <u>internal</u> recruitment.</p> <p>Target: To apply knowledge and understanding of recruitment and selection methods and procedures.</p> <p>Up to two marks for each explanation. One mark for each correct identification up to a maximum of two identifications plus up to a further one mark for each of two explanations</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • knowledge of existing staff; • existing skills; • lower cost/no advertising/travelling; • quicker; • no induction required; • any other valid suggestion. <p>Exemplar: It would be much quicker, easier and cheaper for AP plc to recruit internally (1) because they would not have to advertise for applicants (1) / pay for an advertisement (1). They would know the applicants (1) which would be important for this job in terms of physical ability and skills (1).</p>	[4]										
2(d)(ii)	<p>Which <u>two</u> of the following factors would be found in a person specification? Tick <u>two</u> boxes.</p> <p>Target: To demonstrate knowledge and understanding of recruitment and selection methods and procedures.</p> <p>One mark for each correct identification up to a maximum of two identifications. Accept the first two identifications only.</p> <table border="1" data-bbox="539 1438 1222 1783" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th data-bbox="539 1438 956 1507">FACTORS</th> <th data-bbox="956 1438 1222 1507">TICK two boxes</th> </tr> </thead> <tbody> <tr> <td data-bbox="539 1507 956 1576">Health and safety</td> <td data-bbox="956 1507 1222 1576"></td> </tr> <tr> <td data-bbox="539 1576 956 1646">Payment</td> <td data-bbox="956 1576 1222 1646"></td> </tr> <tr> <td data-bbox="539 1646 956 1715">Communication skills</td> <td data-bbox="956 1646 1222 1715" style="text-align: center;">✓</td> </tr> <tr> <td data-bbox="539 1715 956 1783">Physical ability</td> <td data-bbox="956 1715 1222 1783" style="text-align: center;">✓</td> </tr> </tbody> </table>	FACTORS	TICK two boxes	Health and safety		Payment		Communication skills	✓	Physical ability	✓	[2]
FACTORS	TICK two boxes											
Health and safety												
Payment												
Communication skills	✓											
Physical ability	✓											

Question Number	Answer	Max Mark
2(e)(i)	<p>AP plc motivates its employees using a combination of wages and profit sharing.</p> <p>Last year AP plc earned a profit of £500,000 and 10% of this profit is shared between its employees.</p> <p>Calculate how much money is shared between the employees. Show your working.</p> <p>Target: To apply knowledge and understanding of business calculations. Up to two marks. Two marks for a correct answer and up to a maximum of one mark for an appropriate method.</p> <p>10% of £500,000(1) = £50,000(1)</p>	[2]
2(e)(ii)*	<p>AP plc wants to increase the motivation of its employees. One director wants to increase the amount of the profit paid to its employees. Another director thinks it would be better to increase wage rates.</p> <p>Recommend which method AP plc should use in order to increase the motivation of its employees. Give reasons for your recommendation.</p> <p>Target: To apply knowledge and understanding of methods of remuneration and/or motivation in practice in order to analyse and evaluate their use in this context.</p> <p>Level 3 (3-5 marks)</p> <p>Candidate analyses and evaluates one or other or both methods and makes a supported judgement about which remuneration method would be best for the motivation of the employees. Evaluation required for max 5 marks.</p> <p>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 (2 marks)</p> <p>Candidate applies knowledge of one or other or both methods. 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 (1 mark)</p> <p>Candidate demonstrates knowledge of one or other or both methods. Some simple ideas have been expressed. There will be some errors of spelling, punctuation and grammar which will be noticeable and intrusive.</p> <p>0 marks – no response or no response worthy of credit.</p> <p>Possible responses include:</p> <p>Arguments in support of an increased profit share %age:</p> <ul style="list-style-type: none"> • everyone gets it, not dependent on measurement of ability or work; • bonus once a year; • employees feel 'involved' in the whole business. 	

Question Number	Answer	Max Mark
2(e)(ii)* cont	<p>Arguments against an increased profit share %age:</p> <ul style="list-style-type: none"> • unfair on harder workers, who have been there a long time etc; • no direct control over profit making; • doesn't improve the job itself; • no immediate reward. <p>Arguments in favour of an increase in wages:</p> <ul style="list-style-type: none"> • immediate payment; • based on amount of time, work and hours; • financial reward is important; • more personal; • many employees not interested in profit levels; • Have no control over revenue and cost levels. <p>Arguments against an increase in wages</p> <ul style="list-style-type: none"> • no whole business/team identity; • can get wages anywhere. <p>Exemplar: Profit sharing is only based on the amount of profit that a business makes and depends on everyone doing their best. Wages and overtime can be paid on a different basis and can depend on how long and hard a person works (L1). The employees may think that some people do not work as hard as others and, therefore, should not get the same %. This can lead to low morale and motivation which could lead to absenteeism or poor quality service/accidents (L2). Crucially the employees have minimal control over the costs of the business. These are controlled by Ahmed and Jean and, therefore, it is difficult for them to influence the level of profits. For this reason I would recommend an increase in wages as the best method of increasing motivation whilst recognising that motivation is affected by many factors other than just pay (L3).</p>	[5]
Question 2 Total		[34]
Paper Total		[60]

Assessment Objectives Grid (includes QWC)

Question	AO1	AO2	AO3	Total
1(a)(i)	3	-	-	3
1(a)(ii)	2	1	-	3
1(b)*	2	2	2	6
1(c)	2	2	-	4
1(d)(i)	2	-	-	2
1(d)(ii)	2	2	-	4
1(e)	1	1	2	4
2(a)(i)*	2	2	2	6
2(a)(ii)	2	-	-	2
2(b)(i)	1	-	-	1
2(b)(ii)	1	1	-	2
2(b)(iii)	1	1	2	4
2(c)*	2	2	2	6
2(d)(i)	2	2	-	4
2(d)(ii)	2	-	-	2
2(e)(i)	-	2	-	2
2(e)(ii)*	1	1	3	5
Totals	28	19	13	60