OCR RECOGNISING ACHIEVEMENT SPEC	CIMEN
General Certificate of Secondary Education Applied Business	A243
Unit A243: Working in business	
Specimen Paper	Time: 1 hour 30 minutes
Candidate Forename Candidate Surname	
Centre Number Candidate Number	
<ul> <li>INSTRUCTIONS TO CANDIDATES</li> <li>Write your name in capital letters, your Centre Number and Candidate Net</li> <li>Use black ink. Pencil may be used for graphs and diagrams only.</li> <li>Read each question carefully and make sure you know what you have to answer.</li> <li>Answer all the questions.</li> <li>Do not write in the bar codes.</li> <li>Do not write outside the box bordering each page.</li> <li>Write your answer to each question in the space provided.</li> </ul> INFORMATION FOR CANDIDATES <ul> <li>The number of marks for each question is given in brackets [] at the end question.</li> <li>Your Quality of Written Communication is assessed in questions marked</li> </ul>	do before starting your of each question or part
<ul> <li>Your Quality of Written Communication is assessed in questions marked</li> <li>The total number of marks for this paper is 80.</li> </ul>	with an asterisk (*). FOR EXAMINER'S USE 1 2 3 4 TOTAL

	This document consists of 12 print	ted pages and <b>4</b> blank pages.	
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3
<ul> <li>(ii) Identify and describe two roles which this functional area would play in a business such as Quickburger Ltd.</li> </ul>
Role 1:
Description:
Role 2:
Description:
 [4]
Working in the Marketing and Sales functional area you are fully aware of the changing trend in consumer tastes and lifestyles. Many fast food restaurants are selling 'healthy' alternatives and you feel that this is an option which Quickburger Ltd should explore in order to stay competitive.
Below is a list of tasks which you have drawn up to research this option. Put them in the correct order in the space provided. [4]
Analyse research data.
Design and produce questionnaire.
<ul> <li>Meet up with Finance functional area to discuss pricing strategies.</li> </ul>
Carry out primary and secondary research.
SEQUENCE
1:
2:
3:
4:

		4
(e)	Out and	line <b>one</b> way in which <b>each</b> of the following functional areas can support the Marketing Sales functional area with this research.
	(i)	Production:
	(ii)	Administration and ICT:
(f)	Exp	lain <b>one</b> reason why the support of the Finance functional area should be obtained
(י)	befo	ore this research is undertaken.
		[3]
		Total [20]

## Text 2

You are the Marketing and Sales Manager of Quickburger Ltd. Below is a questionnaire you have arranged to be sent to potential customers living in the local area.

			FAST FOOD QUESTIONNAIRE	
			What do you think of your local fast food restaurant?	
			Please take time to answer the following questions	
		• •	how efficient is the service? how do you rate the cleanliness of the restaurant? how helpful and polite are the staff?	
2	Ref	er to	o Text 2.	
	(a)		Suggest <b>three</b> additional questions which could be included as part of this questionnaire.	
			Question 1	
			Question 2.	
			Question 3.	
	(b)	(i)	Suggest <b>two</b> other types of market research, other than a postal questionnaire, whe Quickburger Ltd could use.	nich
			Type 1:	
			Type 2:	
		(11)	Explain <b>two</b> benefits of <b>one</b> of the types of market research identified in <b>part (b)(i</b> Quickburger Ltd.	) to
			Chosen type of market research:	
			1	

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2
[6]
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## Text 3

You are working in the Finance functional area of Quickburger Ltd as an accounts clerk.

During 2009, Quickburger Ltd had the following	g revenues and costs.
	£
Revenue from sale of burgers	354 000
Wages	156 000
Raw materials	54 000
Overheads	120 000
Repairs and maintenance	6 600

### 3 Refer to Text 3.

Net profit

- (a) Complete the following Profit and Loss statement by:
  - completing the missing headings indicated as (i) and (ii);
  - filling in all the empty boxes.

# Profit and Loss Statement for Quickburger Ltd for the year ending 31 December 2009

	£	£
Revenue		
(i)		
Gross profit		
Wages		
Overheads		
Repairs and maintenance		
(ii)		

[7]

(b) Complete the following cash-flow forecast for Quickburger Ltd, for the period January – March 2010.

	January £	February £	March £
Opening balance	10 500		26 400
Inflows			
Revenue from sale of burgers	27 000	27 000	27 000
Total inflows	27 000	27 000	27 000
Outflows			
Wages	13 000	13 000	13 000
Raw materials		4 500	4 500
Overheads	1 000	1 000	1 000
Repairs and maintenance	550	550	550
Total outflow	19 050	19 050	19 050
Closing balance	18 450	26 400	

9

[3]

helping the	e chief executive	e to make suc	h a decisior	i. Give reaso	ons for your ar	iswer.
				,		
				•••••		

	ct 4		
ר ן	The c	ustomer services which Quickburger Ltd currently provides are:	
•	se	ating areas;	
•	toi	ets;	
•	wr	tten menus;	
•	tra		
		, ,	
		rder to ensure customer safety, Quickburger Ltd undertakes regular health and safety cks such as fire drills.	
Ref	fer to	Text 4.	
(a)		member of staff working in the Customer Service functional area, you feel that omers need more information about the food sold at Quickburger Ltd, other than the us.	
		e <b>two</b> other examples of information that Quickburger Ltd could provide for its omers.	
		mple 1:	
	Exa	mple 2:	
b)		ckburger Ltd has to carry out regular fire drills. List <b>four</b> procedures which staff at ckburger Ltd must follow in the event of a fire drill.	
	Pro	cedure 1:	
	Pro	cedure 2:	•••
			•••
	Pro	cedure 3:	
			•••
	Pro	cedure 4:	•••
		each customer complaint listed below, other than offering an apology, state how you	
(c)		Id deal with the customer as the customer service manager at Quickburger Ltd.	
(C)	wou		
c)	wou (i)	Customer finds a hair in a burger.	
C)			
c)		Customer finds a hair in a burger.	
c)			
c)		Customer finds a hair in a burger.	
(c)	(i)	Customer finds a hair in a burger.	
(c)	(i)	Customer finds a hair in a burger.	
(c)	(i)	Customer finds a hair in a burger. Customer complains about the long queues in a Quickburger restaurant.	

 /hat would the consequences be for Quickburger Ltd if it fails to meet customer n Sive reasons for your answer.	
	Tota







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# OXFORD CAMBRIDGE AND RSA EXAMINATIONS

General Certificate of Secondary Education

# **APPLIED BUSINESS**

A243

Unit A243: Working in business

### Specimen Mark Scheme

The maximum mark for this paper is **80**.

SP (SLM) T12103

## Assessment of QWC

In this external unit the assessment of QWC will take place in questions 2c, 3c and 4d.

Marks are embedded within this mark scheme for assessing the quality of written communication.

Question Number	Answor				
1(a)(i)	Which manager would be responsible for the monitoring of stock levels?				
	For one mark. Production Manager (1).	[1]			
(ii)	Which manager would be responsible for carrying out research into what customers want?				
	For one mark.				
	Marketing and Sales Manager (1).	[1]			
(iii)	Which manager would be responsible for the monitoring of budgets?				
	For one mark.	F41			
	Finance Manager (1).	[1]			
(b)	State <u>one</u> key activity of the chief executive of a business such as Quickburger Ltd.				
	For one mark.				
	Possible responses may include:				
	corporate direction (1);				
	taking part in board meetings (1);				
	set the business plan (1);	<b>141</b>			
	monitor competitor activity (1).	[1]			
(c)(i)	Which functional area would you introduce in a business such as Quickburger Ltd to look after customers?				
	For one mark.				
	Customer Service (1).	[1]			
(ii)	Identify and describe <u>two</u> roles which this functional area would play in a business such as Quickburger Ltd.				
	One mark for each correct identification up to a maximum of two identifications plus an additional one mark for each of two descriptions.				
	Possible responses may include:				
	<ul> <li>handle customer complaints (1) to provide customers with satisfaction (1);</li> </ul>				
	<ul> <li>provide information (1) perhaps to disabled customers who have access problems to the restaurant (1);</li> </ul>				
	<ul> <li>give advice (1) when asked by a customer about the content of a children's promotion (1);</li> </ul>				
	<ul> <li>make sure facilities are clean (1) so that the customers of Quickburger Ltd can eat their meals in a healthy environment (1).</li> </ul>	[4]			

Question Number	Answer	Max Mark
(d)	Below is a list of tasks which you have drawn up to research this option. Put them in the correct order in the boxes provided.	
	One mark for each correct identification up to a maximum of four identifications.	
	Design and produce questionnaire (1);	
	Carry out primary and secondary research (1);	
	Analyse research data (1); Meet up with Finance functional area to discuss pricing strategies (1).	[4]
(e)	Outline <u>one</u> way in which each of the following functional areas can support the Marketing and Sales functional area with this research.	
(i)	Production:	
	One mark for correct identification plus an additional one mark for development.	
	Possible responses may include:	
	production can explore ways of making the burgers(1) so that they meet the product specification outlined (1);	
	producing quality (1) so that they produce top quality burgers which marketing can promote with confidence to the customers (1);	
	meeting delivery schedules (1) so that the burgers are produced when they are required (1) which means that the customers will be able to get them when ordered (1).	[2]
(ii)	Administration and ICT:	
	One mark for correct identification plus an additional one mark for development.	
	Possible responses may include:	
	administration can provide clerical support (1) in terms of organising meetings (1), making sure that materials are produced on time (1);	
	producing documents (1) like the questionnaire because they have the computer skills necessary to produce a professionally looking document. (1);	
	collate the responses (1) because they have the skill and can enter the data on a spreadsheet and analyse the responses (1).	[2]
(f)	Explain <u>one</u> reason why the support of the Finance functional area should be obtained before this research is undertaken.	
	One mark for correct identification plus up to a further two marks for explanation.	
	Possible responses may include: without Finance support, there might not be enough funding (1) for the project, this may mean that the business will not be able to improve in all areas they wish to (1) this could have a long term effect on the future of the business (1);	

Question Number	Answer	Max Mark	
	the finance functional area will produce budgets for the market research (1) so that marketing is aware of the limitations they need to make when proceeding with the research (1) as the findings may be inconclusive and Quickburger Ltd do not want to invest too much money initially (1).	[3]	
2(a)	Suggest <u>three</u> additional questions which could be included as part of this questionnaire.		
	One mark for each correct identification up to a maximum of three identifications.		
	Possible responses may include:		
	<ul> <li>what do you think of the quality of food? (1);</li> </ul>		
	<ul> <li>what age group are you in? (1);</li> </ul>		
	how accessible is the restaurant to you? (1);	501	
	<ul> <li>what do you think of our prices? (1).</li> </ul>	[3]	
(b)(i)	Suggest <u>two</u> other types of market research, other than a postal questionnaire, which Quickburger Ltd could use.		
	One mark for correct identification up to a maximum of two identifications.		
	Possible responses may include:		
	<ul> <li>focus group (1);</li> <li>telephone survey (1);</li> </ul>		
	<ul> <li>face-to-face survey (1).</li> </ul>	[2]	
(ii)	Explain <u>two</u> benefits of <u>one</u> of the types of market research identified in <u>part (b)(i)</u> to Quickburger Ltd.		
	One mark for each correct identification up to a maximum of two identifications plus an additional two marks for each of two explanations. Possible responses may include:		
	Chosen type of market research: Telephone survey:		
	<ul> <li>can explain questions (1) which will allow the consumer to understand what each individual question requires (1) so the response will be more likely to be focussed and useful (1);</li> </ul>		
	<ul> <li>higher return rate (1) because return rate on postal survey is less than 10% (1);</li> </ul>		
	• immediate results (1) because the questions are answered straight away by the targeted consumer (1).	[6]	
(c)*	How could market research improve the future performance of Quickburger Ltd? Give reasons for your answer		
	Level 3: (5-10 marks]		
	Candidate makes reasoned judgements and presents appropriate conclusions about how market research could improve the future performance of Quickburger Ltd.		

Question Number	Answer	Max Mark
	Note: If candidate only analyses with no appropriate conclusions, a maximum 7 marks can be awarded.	
	Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate industry terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.	
	Level 2 [3-4 marks] Candidate applies knowledge of how results of market research could improve the future performance of Quickburger Ltd.	
	Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate industry terminology is used. Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.	
	Level 1 [1-2 marks] Candidate identifies ways in which results of market research could improve the future performance of Quickburger Ltd.	
	Candidate shows ability to communicate at least one point using some appropriate industry terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.	
	0 marks = no response or response does not address the question.	
	<b>Exemplification:</b> Market research gives Quickburger Ltd an understanding of its current position and feelings of its customers. (L1) It could also provide information on competitor activity (L1) which will allow comparison and the use of knowledge about other fast food restaurant to improve the competitive edge of Quickburger Ltd (L2). All of this information allows Quickburger Ltd to review current procedures and practices in its restaurants (L2) as they need to be continually evolving. Quickburger Ltd can, as a result of the market research, look to improve its current business practices (L2). These improvements could happen in a variety of ways such as changing the products for example burgers are meant to be unhealthy and Quickburger Ltd following the research could coordinate a strategy to dispel that myth. This could include producing information about the content of the burgers, an advertising campaign to promote the healthy characteristics of burgers, training for staff so they can advise	[10]

Question Number	Answer	Max Mark
3(a)	Quickburger Ltd would be seen to be showing they listened to the needs of their customers. As Quickburger Ltd are seen to be customer focussed this will secure their future in the long term with increased customers, increased sales and ultimately bigger profits. Quickburger Ltd will also be keeping ahead of their competitors which should increase profit and market share (L3). Quickburger Ltd will not be able to see the affect of the changes until some months later but if they monitor number of customers that use the restaurant, the revenue that the stores and the amount of advice that staff have had to dispense, they will be able to ascertain whether the market research has been financially worthwhile. If there has been an increase in customers/increase in profits then the research has successfully identified the needs of customers and changed the way the business operates to accommodate these (L3). <b>Complete the following Profit and Loss statement by:</b> • completing the missing headings indicated as (i) and (ii); • filling in all empty boxes. Does maximum of seven identifications.	[7]

Question Answer Number			
(b)	Complete the following cash-flow for Quickburger Ltd, for the period January – March 2010.	[3]	
	One mark for each correct identification up to a maximum of three identifications.		
	Jan – raw materials £4500 (1);		
	Feb – opening balance £18450 (1);		
	Mar – closing balance £34350 (1).		
(c)*	A cash-flow forecast would be helpful to the chief executive of Quickburger Ltd in deciding whether or not to expand the business. How useful is a cash-flow forecast in helping the chief executive make such a decision? Give reasons for your answer.		
	Level 3 [5-10 marks] Candidate makes reasoned judgements and presents appropriate		
	conclusions about the usefulness of a cash-flow forecast.		
	Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate industry terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.		
	Note: If candidate only analyses with no appropriate conclusions, a maximum 7 marks can be awarded.		
	Level 2 [3-4 marks]		
	Candidate applies knowledge and understanding to show how a cash-flow forecast could be used by Quickburger Ltd.		
	Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate industry terminology is used. Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.	[10]	
	Level 1 [1-2 marks]		
	Candidate identifies ways in which a cash-flow forecast could be used by Quickburger Ltd or shows knowledge of a cash-flow forecast.		
	Candidate shows ability to communicate at least one point using some appropriate industry terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.		
	0 marks = no response or response does not address the question.		

Question Number	Answer		
	<b>Exemplification:</b> A cash-flow forecast shows the chief executive the expected inflows and outflows of Quickburger Ltd and the resultant opening and closing balances that are estimated to occur during the period of January to March 2010. Cash-flow forecasts show liquidity which is the amount that Quickburger Ltd have in the bank ( <b>L1</b> ).		
	If the opening/closing balances are estimated positive then Quickburger Ltd may be able to afford to afford the expansion. This cash flow forecast shows that inflows from sales stays constantly at £27 000 and that outflows in the form of expenditure are consistently £19 050. This means that revenue exceed expenditure in all months forecasted by £7950 (L2).		
	Cash-flow forecasts are only estimates and other factors need to be taken into account. For example the chief executive should be aware that it is unlikely for inflows and outflows to be the same for every month and are likely to fluctuate. In the present climate petrol and diesel are rapidly rising in price which will have an affect on the estimate of raw materials as these are transported by road. Hauliers are likely to increase their prices for this service which will increase the cost of the raw materials. I would recommend that the chief executive factors in a 5% increase per month to cover this factor. Therefore a cash-flow forecast will not be a good decision tool in the face of an unpredictable event. It is only useful if the estimates are accurate (L3).		
	This may not also be useful because it is a forecast and could be only guesswork which means that it is virtually meaningless. The chief executive could get cash flow statements from the finance functional area for the corresponding months of previous years and for other quarters which will give him the opportunity to compare actual figures with the estimate. This will give some reliability to the data especially if the finance area factor in some inflationary percentage increases for costs (L3).		
	The chief executive should be advised to look at other financial diagnostic tools such as break even and a profit and loss forecasts to give him a clearer picture. The break even forecast would be useful to see how many sales have to be made before a profit could be made and the profit and loss forecast would show the estimated profit or loss that could be achieved during that period. The estimated amount of £26, 000 which is to be in the bank at the end of March 2010 seems a large amount and the chief executive may wish to use some of this to expand the business (L3).		
4(a)	State <u>two</u> other examples of information that Quickburger Ltd could provide for its customers.		
	<ul> <li>One mark for each correct identification up to a maximum of two identifications.</li> <li>Possible responses may include:</li> <li>nutritional information (1);</li> <li>ingredients used (1);</li> </ul>		

Question Number	Answer	Max Mark
	<ul> <li>complaints procedures (1);</li> <li>opening times (1);</li> <li>menu items (1);</li> <li>offers and promotions (1).</li> </ul>	[2]
(b)	Quickburger Ltd has to carry out regular fire drills. List <u>four</u> procedures which staff at Quickburger Ltd must follow in the event of a fire drill.	
	One mark for each correct identification up to a maximum of four identifications.	
	Possible responses may include:	
	• use fire exits (1);	
	<ul> <li>meet at fire assembly point (1);</li> </ul>	
	<ul> <li>have staff as designated fire wardens(1);</li> </ul>	
	<ul> <li>do not look for colleagues/friends (1);</li> </ul>	
	<ul> <li>turn off all cooking equipment (1).</li> </ul>	[4]
(c)(i)	For each customer complaint listed below, other than offering an apology, state how you would deal with the customer as the customer service manager at Quickburger Ltd. Customer finds a hair in a burger. For one mark.	
	Possible responses may include: replace burger (1) or give refund (1).	[1]
(ii)	For each customer complaint listed below, other than offering an apology, state how you would deal with the customer as the customer service manager at Quickburger Ltd. Customer complains about the long queues in a Quickburger restaurant. For one mark. Possible responses may include: take their orders for them (1), give free item (1), give assurance that an investigation into staffing at busy times will take place (1).	[1]
(iii)	For each customer complaint listed below, other than offering an apology, state how you would deal with the customer as the customer service manager at Quickburger Ltd. Customer sends in a written complaint about the quality of service in a Quickburger restaurant. For one mark. Possible responses may include:	[1]
	write a letter replying to the complaint (1), offer free vouchers (1), assure the customer that you will investigate the training that has taken place at the Quickburger restaurant (1).	

Question Number	Answer	Max Mark
(d)*	What would the consequences be for Quickburger Ltd if it fails to meet customer needs? Give reasons for your answer.	
	Level 3 [5-10 marks]	
	Candidate makes reasoned judgements and presents appropriate conclusions on the consequences for Quickburger Ltd if customer needs were not met.	
	Candidate shows ability to present relevant material in a well planned and logical sequence. Material is clearly structured using appropriate industry terminology confidently and accurately. Sentences, consistently relevant, are well structured in a way which directly answers the question. There will be few, if any, errors of grammar, punctuation and spelling.	
	Note: If candidate only analyses with no appropriate conclusions, a maximum of 7 marks can be awarded.	
	Level 2 [3-4 marks]	
	Candidate applies knowledge and understanding to show consequences for business.	
	Candidate shows ability to present relevant material in a planned and logical sequence. Appropriate industry terminology is used. Sentences, for the most part relevant, are presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.	
	Level 1 [1-2 marks]	
	Candidate identifies consequences to business and shows knowledge of what customer expectations are.	
	Candidate shows ability to communicate at least one point using some appropriate industry terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.	
	0 marks = no response or response does not address the question.	
	<b>Exemplification:</b> Customers of Quickburger Ltd expect a number of things from the business. They expect a wide and varied menu to suit all tastes at prices which reflect good quality. The customers also want the staff of Quickburger Ltd to serve them efficiently and to be able to advise them on the best meal options for them. They are keen to pay using a variety of methods. Cash is the most common method used but there are some	
	customers who might want to pay using a cheque of debit card.	[10]

Question Number	Answer	Max Mark
	Customers desire products and services which add value to their visit for example a crèche area, an area for smoking or different ways of purchasing other than going into the restaurant; drive thru or delivery. Finally, customers want to be in a clean and healthy environment so that their eating experience is pleasurable (L1).	
	If Quickburger Ltd fail to meet their customer expectations this could have disastrous affect on the business. Poor customer service leads to customers complaining The complaints could be about a range of issues connected with the business such as poor service, dirty surroundings, poorly cooked and presented meals or an inability to pay for the meals using a preferred method of payment. As long as they can be solved businesses like Quickburger Ltd probably do not really worry about complaints because it means that it gives them the opportunity to rectify the situation and meet their customers expectations. They look as if they value their customer needs and expectations (L2).	
	As well as customer complaints other ways that Quickburger Ltd could monitor whether customer expectations are being achieved is the trends related to revenue or customer visits. Should these be falling this could indicate that the customer is not getting what they expect from a visit to Quickburger Ltd (L2).	
	The results of not meeting customer expectations and and their dissatisfied is that he/she may not return to the business/tell friends which will result in a poor reputation for Quickburger Ltd. This is likely to lead to lack of repeat/new customer, lower sales and falling profits. In the short term the business may look to resolve this by improving customer service such as better staff training but in the long term if this issue is ignored it will have an adverse effect (L3).	
	Quickburger Ltd need to discover why their customers are dissatisfied. This could be done through market research which will find out what aspects of the business do not meet the customer's expectations. For example they might find that the menu does not excite the customers and that if they change this it will encourage customers to start coming back to Quickburger Ltd with the resultant positive effects of an increase in revenue and profit. This process needs to be completed on a regular basis so that the situation does not reoccur (L3).	
	The impact of not satisfying customer expectations on Quickburger Ltd is that fewer customers will visit which means that sales will decrease with a decrease in revenue. In the longer term the lack of repeat busniness because of customer satisfaction could mean loss of jobs, bankruptcy and the closure of Quickburger Ltd (L3).	
	Paper Total	[80]

Question	AO1	AO2	AO3	Total
1(a)	3			3
1(b)	1			1
1(c)	5			5
1(d)	4			4
1(e)	2	2		4
1(f)	1	2		3
2(a)		3		3
2(b)	2	6		8
2(c)*	2	2	6	10
3(a)	2	5		7
3(b)		3		3
3(c)*	2	2	6	10
4(a)		2		2
4(b)	4			4
4(c)		3		3
4(d)*	2	2	6	10
Actual	30	32	18	80

# Assessment Objectives Grid (includes QWC)

\* = These questions include the assessment of quality of written communication.