

**Published Mark Schemes for  
GCE A2 Business Studies**

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**NORTHERN IRELAND GENERAL CERTIFICATE OF SECONDARY EDUCATION (GCSE)  
AND NORTHERN IRELAND GENERAL CERTIFICATE OF EDUCATION (GCE)**

**MARK SCHEMES (2010)**

**Foreword**

***Introduction***

Mark Schemes are published to assist teachers and students in their preparation for examinations. Through the mark schemes teachers and students will be able to see what examiners are looking for in response to questions and exactly where the marks have been awarded. The publishing of the mark schemes may help to show that examiners are not concerned about finding out what a student does not know but rather with rewarding students for what they do know.

***The Purpose of Mark Schemes***

Examination papers are set and revised by teams of examiners and revisers appointed by the Council. The teams of examiners and revisers include experienced teachers who are familiar with the level and standards expected of 16- and 18-year-old students in schools and colleges. The job of the examiners is to set the questions and the mark schemes; and the job of the revisers is to review the questions and mark schemes commenting on a large range of issues about which they must be satisfied before the question papers and mark schemes are finalised.

The questions and the mark schemes are developed in association with each other so that the issues of differentiation and positive achievement can be addressed right from the start. Mark schemes therefore are regarded as a part of an integral process which begins with the setting of questions and ends with the marking of the examination.

The main purpose of the mark scheme is to provide a uniform basis for the marking process so that all the markers are following exactly the same instructions and making the same judgements in so far as this is possible. Before marking begins a standardising meeting is held where all the markers are briefed using the mark scheme and samples of the students' work in the form of scripts. Consideration is also given at this stage to any comments on the operational papers received from teachers and their organisations. During this meeting, and up to and including the end of the marking, there is provision for amendments to be made to the mark scheme. What is published represents this final form of the mark scheme.

It is important to recognise that in some cases there may well be other correct responses which are equally acceptable to those published: the mark scheme can only cover those responses which emerged in the examination. There may also be instances where certain judgements may have to be left to the experience of the examiner, for example, where there is no absolute correct response – all teachers will be familiar with making such judgements.

The Council hopes that the mark schemes will be viewed and used in a constructive way as a further support to the teaching and learning processes.



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New  
Specification



*Rewarding Learning*

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**2010**

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**Business Studies**

Assessment Unit A2 1

*assessing*

Making Business Decisions

**[AT211]**

**MONDAY 25 JANUARY, MORNING**

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**MARK  
SCHEME**

- 1 (a) Calculate (a) the Current ratio; and  
 (b) the Gearing Ratio  
 for GBB Group as at 31st December 2009 [4]

Knowledge	Application
[1] mark Correct figures	[1] mark Correct calculation
[0] marks No understanding	[0] marks Incorrect calculation

Current Ratio =  
 Current Assets/Current liabilities  
 106 300 / 85 000  
 1.25 : 1

Knowledge	Application
[1] mark Correct figures	[1] mark Correct calculation
[0] marks No understanding	[0] marks Incorrect calculation

Gearing Ratio =  
 Long term liabilities / Shareholders Funds  
 (83 400 / 22 900) × 100%  
 3.64 × 100% = 364%

- 2 Analyse the current position of the GBB Group, using any 3 elements of PESTEL analysis. [7]

PESTEL analysis is a tool that may be used by organizations to scan the external environment. It could allow GBB Group to assess the environment by examining Political, Economic, Social, Technological, Environmental and Legal areas.

From a **political** perspective, GBB group have come under fire from different politicians with respect to the pension awarded to Sir Robin Ponsaby. This may mean that such arrangements may not be possible in the future.

**Economically**, GBB group need to assess the current economic environment and assess how it will impact the way that the organization operates. The global economic downturn has been blamed for GBB Groups losses, meaning that the Group will need to look at ways of overcoming these problems in the future.

**Socially**, GBB Group will need to pay attention to its customers and their views. In the annual report, Sir Paul Hislop recognized the importance of customer loyalty and the ability of the Group to meet customer needs.



**Technological** developments will need to be assessed in order to identify any developments that could help to improve GBB Groups competitive advantage in the future. This might include communication developments that may help a global organization such as GBB Group.

**Environmental** issues need to be analysed and it is important that GBB Groups corporate image reflects current thinking and opinion.

**Legal** issues may play an important part in GBB Groups future operations. It is likely that legislation will be introduced that may restrict the size of pensions and bonuses. It is also likely that such arrangements will need to be more transparent.

	<b>AO1 Knowledge and Understanding 2 Marks</b>	<b>AO2 Application 2 marks</b>	<b>AO3 Analysis 3 marks</b>
<b>Level 2</b>	[2] marks Candidate demonstrates good understanding of how GBB Group could use PESTEL analysis to assess its current position	[2] marks Candidate makes good application of the terms	[2]-[3] marks Good analysis of how GBB Group could use PESTEL analysis to assess its current position
<b>Level 1</b>	[1] mark Candidate demonstrates some understanding of how GBB Group could use PESTEL analysis to assess its current position	[1] mark Candidate attempts to make some application of the terms	[1] mark Limited analysis of how GBB Group could use PESTEL analysis to assess its current position
<b>Level 0</b>	[0] marks Candidate demonstrates no understanding of how GBB Group could use PESTEL analysis to assess its current position	[0] marks No attempt at application	[0] marks No analysis

- 3 Evaluate the benefits and limitations to an organisation such as the GBB Group of using Ratio Analysis to assess its performance. [15]

There are benefits and limitations of an organization using ratio analysis:

#### **Benefits**

- Year on Year comparisons can be made. GBB Group can assess its performance based on previous year's performance
- Comparisons with other organizations can be made. GBB Group can assess its performance against other banking groups and may find that they have not performed well either
- Investors of GBB Group can be provided with easy to understand information
- Benchmarking within GBB Group can take place
- Areas of concern within GBB Group can be identified

#### **Limitations**

- Not all ratios are relevant for all organizations e.g. stock turnover may not be important for GBB Group
- When comparing year on year figures, there may be instances where an increase in advertising is necessary such as within the economic environment that is described in the stimulus
- Ratios say nothing about GBB Groups social responsible and environmental stance
- Qualitative factors may be ignored
- Figures may be out of date by the time they are published.

	<b>AO1 Knowledge and Understanding 2 Marks</b>	<b>A02 Application 3 marks</b>	<b>AO3 Analysis 4 marks</b>	<b>AO4 Evaluation 6 marks</b>
<b>Level 3</b>		[3] marks Candidate makes excellent application of the terms	[4] marks Excellent analysis of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[5]-[6] marks Candidate gives a sound evaluation of the arguments presented and forms a final judgement.
<b>Level 2</b>	[2] marks Candidate demonstrates good understanding of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[2] marks Candidate makes good application of the terms	[2]-[3] marks Good analysis of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[3]-[4] marks Candidate gives a good evaluation of the arguments presented.
<b>Level 1</b>	[1] mark Candidate demonstrates some understanding of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[1] mark Candidate attempts to make some application of the terms	[1] mark Limited analysis of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[1]-[2] marks Candidate provides limited evaluation of the arguments presented.
<b>Level 0</b>	[0] marks Candidate demonstrates no understanding of the benefits and limitations of GBB Group using Ratio analysis to assess its performance	[0] marks No attempt at application	[0] marks No analysis	[0] marks Candidate gives no evaluation of the arguments presented.

- 4 Evaluate the usefulness of a mission statement to an organisation such as the GBB Group

GBB Group's Mission Statement is:

"To deliver superior value and quality, we run our business with integrity and transparency, delivering effective financial results within clearly defined business principles".

#### **Advantages of having a mission statement**

- A mission statement sets out what an organization is trying to achieve, i.e. the reason why it exists. This is clear from GBB Groups mission statement.
- It gives everyone a sense of common purpose so that all actions are geared towards the same end.
- It makes decisions easier by enabling options to be compared against the mission statement. This will be possible if we examine the GBB Groups mission statement.
- It gives GBB Groups stakeholders a sense of direction and belonging, so motivates and inspires them.
- It serves as a basis for GBB Groups organizational objectives and targets.
- It can be effective in setting / changing organizational culture.
- It is useful where an organization is large / diverse as is the case with GBB Group.

#### **Drawbacks of having a mission statement**

- Mission statements can be too vague. This is the case with GBB Groups mission statement as nothing is quantifiable.
- Mission statements may be ignored by senior management causing workers to be cynical.
- The benefits may be difficult to quantify. However, these may be clearer in GBB Groups aims and objectives.
- Mission statements may be used as a PR exercise.
- Mission statements may be expensive and time consuming to draw up.

	<b>AO1 Knowledge and Understanding 2 Marks</b>	<b>A02 Application 3 marks</b>	<b>AO3 Analysis 4 marks</b>	<b>AO4 Evaluation 6 marks</b>
<b>Level 3</b>		[3] marks Candidate makes excellent application of the terms	[4] marks Excellent analysis of the usefulness of a mission statement for an organization such as GBB Group	[5]-[6] marks Candidate gives a sound evaluation of the arguments presented and forms a final judgement.
<b>Level 2</b>	[2] marks Candidate demonstrates good understanding of the usefulness of a mission statement for an organization such as GBB Group	[2] marks Candidate makes good application of the terms	[2]-[3] marks Good analysis of the benefits and limitations of the usefulness of a mission statement for an organization such as GBB Group	[3]-[4] marks Candidate gives a good evaluation of the arguments presented.
<b>Level 1</b>	[1] mark Candidate demonstrates some understanding of the usefulness of a mission statement for an organization such as GBB Group	[1] mark Candidate attempts to make some application of the terms	[1] mark Limited analysis of the usefulness of a mission statement for an organization such as GBB Group	[1]-[2] marks Candidate provides limited evaluation of the arguments presented.
<b>Level 0</b>	[0] marks Candidate demonstrates no understanding of the usefulness of a mission statement for an organization such as GBB Group	[0] marks No attempt at application	[0] marks No analysis	[0] marks Candidate gives no evaluation of the arguments presented

- 5 Evaluate growth as a business objective to an organization such as The GBB Group. [19]

### **Growth**

This is one of the most common objectives that businesses will pursue and it can be measured in various ways, including sales quantities, revenues, profit levels and market share.

- A growth strategy might secure the future prospects of The GBB Group.
- A growth strategy can enhance GBB's competitive position within the banking industry.
- A growth strategy can minimise the chance of business failure.
- A Growth strategy may allow GBB Group to eliminate competitors.
- A Growth strategy may allow GBB Group to benefit from economies of scale.

However:

- A growth strategy can lead to diseconomies of scale – marks may be awarded for reference to special diseconomies of scale
- A growth strategy can fail if it takes place too quickly
- A growth strategy can lead to cultural issues if mergers or takeovers are involved, as is the case with GBB Group
- Growth may not be possible, especially in the current economic climate

	<b>AO1 Knowledge and Understanding 4 Marks</b>	<b>A02 Application 4 marks</b>	<b>AO3 Analysis 5 marks</b>	<b>AO4 Evaluation 6 marks</b>
<b>Level 3</b>	[3]-[4] marks Candidate demonstrates mature knowledge / understanding of growth as a business objective to an organization such as The GBB Group	[4] marks Candidate makes excellent application of the terms	[4]-[5] marks Excellent analysis of growth as a business objective to an organization such as The GBB Group	[5]-[6] marks Candidate gives a sound evaluation of the arguments presented and forms a final judgement. QWC is excellent.
<b>Level 2</b>	[2] marks Candidate demonstrates good understanding of growth as a business objective to an organization such as The GBB Group	[2]-[3] marks Candidate makes good application of the terms	[2]-[3] marks Good analysis of the benefits and limitations of growth as a business objective to an organization such as The GBB Group	[3]-[4] marks Candidate gives a good evaluation of the arguments presented. QWC is good.
<b>Level 1</b>	[1] mark Candidate demonstrates some understanding of growth as a business objective to an organization such as The GBB Group	[1] mark Candidate attempts to make some application of the terms	[1] mark Limited analysis of the usefulness of growth as a business objective to an organization such as The GBB Group	[1]-[2] marks Candidate provides limited evaluation of the arguments presented. QWC is limited.
<b>Level 0</b>	[0] marks Candidate demonstrates no understanding of growth as a business objective to an organization such as The GBB Group	[0] marks No attempt at application	[0] marks No analysis	[0] marks Candidate gives no evaluation of the arguments presented. QWC is poor.

- 6 Evaluate 3 strategies that a company such as The GBB group could use to deal with conflicting stakeholder objectives. [20]

There is a range of strategies/actions that GBB could adopt to try to resolve issues. These could include improving communication, arbitration, ignoring the problem, enforcing a solution, satisficing or consideration of the shareholder concept.

From the stimulus there are numerous examples of conflicting stakeholder groups who all have different objectives. Some examples might include:

- The pension paid to Sir Robin Ponsoby has resulted in many conflicts. The fact that such a large amount of money has been earmarked for someone who has not succeeded has caused conflict with shareholders. Sir Robin was employed to make the Group operate effectively and although there are some examples in the stimulus to support the fact that he achieved this aim, in the last year this was not the case. The government is investigating the legality of this pension arrangement. However it is unlikely that Sir Robin will give this up. One strategy they could adopt is to enforce a limit on any future pension payments and bonuses. This could cause bad publicity or may not encourage highly qualified future employees.
- There is also a conflict between Sir Robin and the government who have bailed GBB Group out. The government would argue that Sir Robin should not receive this large sum of money at a time when they have had to try to save the organizations very existence. Trying to reverse this will prove difficult and it is unlikely that Sir Robin will give his pension up. They could ask for the money back. This can have negative PR implications. GBB could adopt a strategy or arbitration in order to resolve this issue.
- There is conflict between trade unions and GBB Group. The unions are trying to act in the best interests for their members whereas GBB Group needs to cut jobs in order to save the Group as a whole. This can be difficult as GBB group have promised the unions and its members that they would be involved in this process. A possible strategy would be to improve communication with the trade unions or allow arbitration to take place. This may give trade unions too much power.
- There may be conflict between shareholders and customers. GBB Groups customers expect a high quality service. The provision of a high quality service can be costly to provide resulting in a reduction in profits. The strategy of trying to retain existing customers may be a difficult one to achieve as customers may lose confidence in the organization. They could try to maintain a balance between providing a high quality service and satisfying shareholders. This may not end up satisfying anybody. Satisfying may be the only option in this case.
- The decision not to pay dividends to shareholders may cause conflict because the reason shareholders buy shares is to receive a dividend. This objective is not being met if the Group have decided against such a measure. This is a risky strategy as most investors are interested in their returns and have little loyalty to an organization. They could try to communicate to shareholders that this is only temporary. However some shareholder may still sell their shares.
- A strategy of effective communication could be needed in this situation.



- GBB Groups sponsorship activities can be seen by shareholders as a waste of money. However, sponsorship can be a good form of marketing and the benefits may outweigh the financial costs. GBB could ensure that they carefully select sponsorship activities that will generate the greatest publicity and provide best value for money, satisfying shareholders concerns. However shareholders may only be interested in short term gains. A possible strategy would be to ensure the benefits of sponsorship are fully communicated.

Credit will be given to other possible conflicts and the strategies outlined above.

	<b>AO1 Knowledge and Understanding 4 Marks</b>	<b>A02 Application 5 marks</b>	<b>AO3 Analysis 5 marks</b>	<b>AO4 Evaluation 6 marks</b>
<b>Level 3</b>	[3]-[4] marks Candidate demonstrates mature knowledge / understanding of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[4]-[5] marks Candidate makes excellent application of the terms	[4]-[5]marks Excellent analysis of the usefulness of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[5]-[6] marks Candidate gives a sound evaluation of the arguments presented and forms a final judgement. QWC is excellent.
<b>Level 2</b>	[2] marks Candidate demonstrates good understanding of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[2]-[3] marks Candidate makes good application of the terms	[2]-[3] marks Good analysis of the benefits and limitations of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[3]-[4] marks Candidate gives a good evaluation of the arguments presented. QWC is good.
<b>Level 1</b>	[1] mark Candidate demonstrates some understanding of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[1] mark Candidate attempts to make some application of the terms	[1] mark Limited analysis of the usefulness of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[1]-[2] marks Candidate provides limited evaluation of the arguments presented. QWC is limited
<b>Level 0</b>	[0] marks Candidate demonstrates no understanding of strategies that a company such as GBB group could use to deal with conflicting stakeholder objectives	[0] marks No attempt at application	[0] marks No analysis	[0] marks Candidate gives no evaluation of the arguments presented QWC is poor.



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**General Certificate of Education**  
**January 2010**

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**Business Studies**

Assessment Unit A2 2

*assessing*

The Changing Business Environment

**[AT221]**

**MONDAY 1 FEBRUARY, AFTERNOON**

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**MARK  
SCHEME**

**AO1: Demonstrate knowledge and understanding of concepts and issues relating to the report.**

**AVAILABLE MARKS**

<b>Level 0</b>	<b>[0]</b>	No knowledge and understanding.
<b>Level 1</b>	<b>[1]–[4]</b>	Little knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes limited use of specialist terms.
<b>Level 2</b>	<b>[5]–[8]</b>	Some knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes satisfactory use of specialist terms when appropriate.
<b>Level 3</b>	<b>[9]–[12]</b>	Good knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes good use of specialist terms when appropriate.
<b>Level 4</b>	<b>[13]–[16]</b>	Excellent knowledge and understanding of theories, procedures and concepts relevant to the report is displayed, including use of correct format. Candidate makes excellent use of specialist terms when appropriate.

Candidates cannot achieve the top band if the report is not in an appropriate format.

Report format should be:

**Title** – The proposed takeover of Highs and Lows Ltd.

**Aim** – The aim of the report is to examine the main issues surrounding the proposed takeover of Highs and Lows Ltd, analyse the financial, cultural and ethical issues associated with the proposed takeover and evaluate whether this takeover is in the best interests of the stakeholders of TSS plc.

**Introduction** – should set the scene by briefly describing the current situation relating to TSS plc and explain how the report intends to achieve its aims.

**Conclusions/Evaluation** – The report should reach a conclusion on whether TSS plc should take over Highs and Lows Ltd and justify the conclusion reached using evidence from the case study.

**Recommendations** – The report should make recommendations to the management team of TSS plc.

Knowledge and understanding demonstrated in this report might include: financial performance, stakeholders, ethics, management of change, takeovers, culture and corporate image.

[16]

**AO2: Apply knowledge and understanding to problems and issues relating to the report.**

**AVAILABLE  
MARKS**

<b>Level 0</b>	<b>[0]</b>	No evidence that knowledge and initial understanding has been applied.
<b>Level 1</b>	<b>[1]–[6]</b>	Little evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[7]–[11]</b>	Some evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the purpose of the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[12]–[16]</b>	Good evidence that knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the purpose of the question. The answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[17]–[21]</b>	Comprehensive evidence that excellent knowledge and critical understanding has been applied and all or most of the information relevant to the report has been selected. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the purpose of the question. The answer is organised in a clear and coherent manner.

Candidates should draw on information presented in the case study. They must apply their knowledge and understanding to select that information relevant in order to analyse the benefits and costs associated with the proposed takeover and evaluate whether this growth is in the best interests of the stakeholders of TSS plc. They must also apply their knowledge and understanding to consider recommendations for the management of TSS plc.

Information selected might include evidence relating to the size and history of the company, the worsening overall absenteeism and labour turnover figures, ethical issues relating to the takeover target Highs and Lows Ltd, the differing cultures in the various parts of TSS plc and the concerns of different stakeholder groups. [21]

**AO3: Analyse problems, issues and situations relating to the report.**

**AVAILABLE  
MARKS**

<b>Level 0</b>	<b>[0]</b>	No analysis of the problems, issues and situations.
<b>Level 1</b>	<b>[1]–[5]</b>	Little analysis of the problems, issues and situations relevant to the report. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[6]–[10]</b>	Some analysis of the problems, issues and situations relevant to the report. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[11]–[15]</b>	Good analysis of the problems, issues and situations relevant to the report. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the question. Answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[16]–[19]</b>	Comprehensive analysis of the problems, issues and situations relevant to the report. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.

Candidates must analyse the selected information in order to gain a full awareness of the extent of the problems faced by TSS plc. They should proceed to discuss the advantages and disadvantages of taking over Highs and Lows Ltd. Information selected and analysed should include:

Arguments in favour of takeover of Highs and Lows Ltd – quick method of expanding TSS plc and thereby increasing profits, management expertise in related areas of storage and transport, possible savings available in terms of staffing, economies of scale in terms of expertise and technology, cash business will improve cashflow of TSS plc, economies of scale in terms of finance from lenders, opening up of new opportunities for existing TSS plc subsidiaries.

Arguments against takeover of Highs and Lows Ltd – unfamiliarity with specific market/industry, cost of buying Highs and Lows Ltd, costs of training staff of Highs and Lows Ltd in TSS plc culture and methods, resistance from employees and management of Highs and Lows Ltd, possible damage to reputation and corporate image of TSS plc in associating with ethically unpopular activities. [19]

**AO4: Evaluate, distinguish between and assess appropriateness of fact and opinion, and judge information from a variety of sources.**

**AVAILABLE MARKS**

<b>Level 0</b>	<b>[0]</b>	No evaluation of the evidence.
<b>Level 1</b>	<b>[1]–[6]</b>	Little evaluation of all the evidence to arrive at reasoned and valid conclusions. The candidate makes limited use of spelling, punctuation and grammar. The meaning of the text is not always clear. The candidate demonstrates a limited form and style appropriate to the question. The organisation of the answer is limited.
<b>Level 2</b>	<b>[7]–[12]</b>	Some evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates satisfactory spelling, punctuation and grammar. The meaning of the text is clear most of the time. The candidate demonstrates a satisfactory level of writing, form and style appropriate to the question. The answer is organised in a satisfactory manner.
<b>Level 3</b>	<b>[13]–[18]</b>	Good evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates good spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.
<b>Level 4</b>	<b>[19]–[24]</b>	Comprehensive evaluation of all the evidence to arrive at reasoned and valid conclusions. Candidate demonstrates excellent spelling, punctuation and grammar. The meaning of the text is clear. The candidate has consistently used a form and style of writing appropriate to the purpose of the question. Answer is organised in a clear and coherent manner.

Candidates should draw conclusions, based on their analysis of the issues, regarding whether TSS plc should take over Highs and Lows Ltd. They must use different sources from the case study and be able to show that they know the difference between fact and opinions. In the evaluation they must show both the positive and negative sides of options considered and they must make a final judgement regarding the option the management team should follow. In reaching their judgement candidates should recognise the conflicts between the different stakeholders of TSS plc. Candidates should also make realistic recommendations for the attention of the management team of TSS plc.

[24]

80

**Total**

**80**

