



Rewarding Learning

**ADVANCED SUBSIDIARY (AS)
General Certificate of Education**

Professional Business Services

Assessment Unit AS 1

assessing

Introduction to Professional Business Services

[SPB11]

Assessment

**MARK
SCHEME**

General Marking Instructions

Introduction

The main purpose of the mark scheme is to ensure that examinations are marked accurately, consistently and fairly. The mark scheme provides examiners with an indication of the nature and range of candidates' responses likely to be worthy of credit. It also sets out the criteria which they should apply in allocating marks to candidates' responses.

Assessment objectives

Below are the assessment objectives for **GCE Professional Business Services**.

Candidates should be able to:

- AO1** Demonstrate knowledge and understanding of terms, concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO2** Apply knowledge and understanding of concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO3** Investigate, analyse and evaluate concepts, theories, methods and models as used by professional business services firms and their client businesses.

Quality of candidates' responses

In marking the examination papers, examiners should be looking for a quality of response reflecting the level of maturity which may reasonably be expected of a 17- or 18-year-old which is the age at which the majority of candidates sit their GCE examinations.

Flexibility in marking

Mark schemes are not intended to be totally prescriptive. No mark scheme can cover all the responses which candidates may produce. In the event of unanticipated answers, examiners are expected to use their professional judgement to assess the validity of answers. If an answer is particularly problematic, then examiners should seek the guidance of the Supervising Examiner.

Positive marking

Examiners are encouraged to be positive in their marking, giving appropriate credit for what candidates know, understand and can do rather than penalising candidates for errors or omissions. Examiners should make use of the whole of the available mark range for any particular question and be prepared to award full marks for a response which is as good as might reasonably be expected of a 17- or 18-year-old GCE candidate.

Awarding zero marks

Marks should only be awarded for valid responses and no marks should be awarded for an answer which is completely incorrect or inappropriate.

Marking calculations

In marking answers involving calculations, examiners should apply the 'own figure rule' so that candidates are not penalised more than once for a computational error. To avoid a candidate being penalised, marks can be awarded where correct conclusions or inferences are made from their incorrect calculations.

Types of mark schemes

Mark schemes for tasks or questions which require candidates to respond in extended written form are marked on the basis of levels of response which take account of the quality of written communication. Other questions which require only short answers are marked on a point for point basis with marks awarded for each valid piece of information provided.

Levels of response

In deciding which level of response to award, examiners should look for the 'best fit' bearing in mind that weakness in one area may be compensated for by strength in another. In deciding which mark within a particular level to award to any response, examiners are expected to use their professional judgement.

The following guidance is provided to assist examiners.

- **Threshold performance:** Response which just merits inclusion in the level and should be awarded a mark at or near the bottom of the range.
- **Intermediate performance:** Response which clearly merits inclusion in the level and should be awarded a mark at or near the middle of the range.
- **High performance:** Response which fully satisfies the level description and should be awarded a mark at or near the top of the range.

Quality of written communication

Quality of written communication is taken into account in assessing candidates' responses to all tasks and questions that require them to respond in extended written form. These tasks and questions are marked on the basis of levels of response. The description for each level of response includes reference to the quality of written communication.

For conciseness, quality of written communication is distinguished within either three or four levels of response.

Where there are three levels of response, quality of written communication is distinguished as follows:

Level 1: Quality of written communication is basic.

Level 2: Quality of written communication is good.

Level 3: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below:

Level 1 (Basic): The candidate makes only a limited selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Good): The candidate makes a reasonable selection and use of an appropriate form and style of writing. Relevant material is organised with some clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are sufficiently competent to make meaning clear.

Level 3 (Excellent): The candidate successfully selects and uses the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a sufficiently high standard to make meaning clear.

Where there are four levels of response, quality of written communication is distinguished as follows:

Level 1: Quality of written communication is basic.

Level 2: Quality of written communication is satisfactory.

Level 3: Quality of written communication is good.

Level 4: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below.

Level 1 (Basic): The candidate makes only a basic selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Satisfactory): The candidate makes a satisfactory selection and use of an appropriate form and style of writing. Relevant material is organised with some degree of clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a satisfactory standard to make meaning evident.

Level 3 (Good): The candidate makes a good selection and use of an appropriate form and style of writing. Relevant material is organised with good clarity and coherence. There is good use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a good standard to make meaning clear.

Level 4 (Excellent): The candidate successfully selects and used the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of the highest standard to make meaning absolutely clear.

1 (a) AO1

Responses may include:

A stakeholder is an individual, group or organisation that has an interest or concern in the activities and performance of a business. A stakeholder can either affect or be affected by the business positively or negatively.

[1] basic definition of the term stakeholder

[2] good definition of the term stakeholder

(1 × [2])

All valid responses will be given credit [2]

(b) AO1, AO2

Responses may include:

- Shareholders – as the owners of Smith's Toys Ltd, shareholders will be aiming to achieve two primary financial goals – some form of capital gain and dividends. Shareholders also take on the risk of investing in Smith's Toys Ltd, in that, if the business fails the shareholders are the last to get their money back.
- Employees – if Smith's Toys Ltd is profitable, it is likely to be reflected in more pay and/or greater security along with the possibility of profit-sharing schemes. Families of employees will also reap the reward of extra benefits provided.
- Managers – an individual who is accountable for more work than he or she could undertake alone. Smith's Toys Ltd will appoint a manager to be responsible for all managerial tasks. The common functions of managers in business are: organising and decision making, planning and control; accountability. Managers are interested in business performance and personal gain.
- Customers – are keen for Smith's Toys Ltd to succeed because it will mean a continual flow of new, advanced, competitive products as well as greater choice and lower prices. Customers are vital to the survival of Smith's Toys Ltd, since they purchase the goods and services which provide the business with the majority of its revenue.
- Suppliers – without flexible and reliable suppliers, Smith's Toys Ltd could not guarantee that it will always have sufficient high-quality products on sale. It is important for Smith's Toys Ltd to maintain good relationships with their suppliers, so that their products can be ordered and delivered at short notice, and so that Smith's Toys Ltd can negotiate good credit terms from the suppliers (i.e. buy now, pay later). Suppliers will be interested in the success of Smith's Toys Ltd to ensure continued orders and prompt payment to benefit their cash flow.
- Lenders – regardless of whether Smith's Toys Ltd secure a loan a lender will have a list of stipulations and requirements before they will agree to any funding. One of the main factors lenders look for is risk; how much of a risk is there to them by lending to Smith's Toys Ltd. Risk assessors will look at their application and then calculate how high the risk is based on the information they have given them.
- Government – affects the workings of Smith's Toys Ltd in many ways:

1. Smith's Toys Ltd must pay a variety of taxes to central and local government, including corporation tax on their profits, Value-Added Tax (VAT) on their sales, and business rates to the local council for the provision of local services.
 2. Smith's Toys Ltd also must adhere to relevant legislation, which is aimed at protecting the consumers, the employees and local environment from business activity.
 3. Smith's Toys Ltd will be affected by different economic policies, for example, if interest rates are increased, then this will discourage Smith's Toys Ltd from borrowing money as the repayments will now be significantly higher. Smith's Toys Ltd can benefit from government incentives and initiatives, such as new infrastructure, job creation schemes and business relocation packages, offering cheap rent, rates and low-interest loans.
- Local Community – Smith's Toys Ltd is likely to provide employment and training for local people. Smith's Toys Ltd may even become involved in community life. It might sponsor local social or sporting events or help raise money for local charities.
 - Competitors – have a strong interest in Smith's Toys Ltd because they are targeting the same customers. If two toy shops compete for the same customers, each is affected by the prices, products, operations and promotions of the other. One strategic point in understanding this stakeholder relationship is that they must communicate honestly and accurately in advertising to avoid defaming or libelling another business and risking lawsuits.

All valid responses will be given credit

[1] identification of stakeholder

[2] identification of stakeholder and explanation of their interest

(3 × [2])

[6]

8

2 AO1, AO2

Responses may include:

- Ownership – can have one to an unlimited number of shareholders (family and friends) for Smith's Toys Ltd meaning a number of people can be involved in the running of the company.
- Sources of finance – shareholders of Smith's Toys Ltd have the ability to raise capital more easily.
- Degree of control – controlled by the Board of Directors who are voted in by the shareholders of Smith's Toys Ltd. As a general rule, given that they are family and friends the shareholders and Board of Directors are likely to be the same people.
- Liability status – limited liability. Shareholders can only lose the amount they have invested in Smith's Toys Ltd if the business gets into debt which it cannot pay back. This provides shareholders of Smith's Toys Ltd with greater security.
- Distribution of profits – Smith's Toys Ltd shareholders will receive a percentage of the profits known as dividend. This profit is in addition to any salaries paid to directors.

[1] feature identified

[2] feature identified and explained

(4 × [2])

[8]

8

3 AO1, AO2, AO3

AVAILABLE MARKS

Responses may include:

1 Identification and description.

The first step is to identify the risks facing Matthewson's Open Farm. This will enable Robin to assess the risk and put in place any actions needed to reduce risk, such as mitigation or contingency.

Matthewson's Open Farm risks are in various categories; for example:

- financial: low number of visitors to Matthewson's Open Farm
- reputational: negative reviews at Matthewson's Open Farm, e.g. social media
- health and safety: accidents on Matthewson's Open Farm
- environmental: poor weather conditions leading to reduced customer numbers.

A professional business services consultant may use a range of sources of information to identify the risks, for example: business records, physical environment and interviews with staff: The risks will be recorded in a risk register.

2 Estimation using an appropriate risk assessment matrix, using quantitative and qualitative scoring.

A professional business services consultant is likely to use quantitative estimation by using a simple risk assessment matrix which assesses the likelihood of the identified risk happening with the impact/severity of the risk, should it occur. Both likelihood and impact are given a score, which is then multiplied together to be evaluated by Matthewson's Open Farm.

Candidates may provide an example of a risk assessment matrix Likelihood and impact scoring:

- High – 3
- Medium – 2
- Low – 1

Maximum score in this matrix is 9 (3 × 3) and lowest is 1.

Risk	Likelihood	Impact	Total (likelihood × Impact)	Risk Rating	Action Required
A	High – 3	Medium – 2	6	High	
B	Medium – 2	Medium – 2	4	Medium	
C	Low – 1	High – 3	3	Low	
D	Low – 1	Low – 1	1	Low	

Qualitative risk management is less prescriptive, for example based on staff interviews and their judgements risks may be identified as high, medium or low. The scoring of each risk based on qualitative and quantitative data is recorded on the risk register.

3 Evaluation.

The categorisation of risks as high/medium/low will inform Robin's actions. Matthewson's Open Farm would then respond to each risk in order to either eliminate or reduce the risk; actions could include:

- Transfer the risk/sharing the risk, e.g. by taking out insurance;
- Terminate the risk – for risks rated high avoiding it may be the best option;

- Tolerate – accepting the risk is most suitable for low risks; or
- Treat – reducing the risk by putting systems in place, e.g. detailed procedures to be followed on Matthewson’s Open Farm to reduce likelihood or impact of accidents.

The actions will be recorded on the risk register once Matthewson’s Open Farm have dealt with the risks, and they will continue to monitor the risk profile – some may change regularly (e.g. number of visitors due to environment conditions) and there may be new risks to consider. The risk register will continue to be monitored and reviewed.

All valid responses will be given credit

[1] identification of one element of risk assessment

[2] identification of one element of risk assessment with application to Matthewson’s Open Farm

[3] identification of one element of risk assessment with application and analysis to Matthewson’s Open Farm

(3 × [3])

[9]

9

4 (a) AO1

Responses may include:

- descriptive
- explanatory
- predictive
- exploratory

(3 × [1])

[3]

(b) AO1, AO2, AO3

Responses may include:

Questionnaires

Advantages of questionnaires may include:

- Questionnaires are designed to find out exactly the information required by Morgan Developments Ltd.
- Questionnaires are one of the most affordable ways to gather quantitative data.
- Questionnaires can be targeted to specific groups of Morgan Developments Ltd customers and potential customers.
- Morgan Developments Ltd are offered flexibility in question structure. They can pick and choose the questions asked as well as the format (open-ended or multiple choice).
- It is quick and easy to collect results with online and mobile tools. This means that Morgan Developments Ltd can gain insights quickly, depending on the scale and reach of their questionnaires.
- Information is taken directly from the people who are, or will be Morgan Developments Ltd customers.

Disadvantages of questionnaires may include:

- Depending on the method used some people may resent being stopped and questioned on the street or telephoned at home.
- Dishonesty can be an issue. Respondents may not be 100 percent truthful with their answers.
- Sometimes people misunderstand the questions and give misleading responses which makes the results less accurate.

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- It can be slow and expensive for Morgan Developments Ltd.
- Postal questionnaires have poor response rates.

Interviews

Advantages of interviews may include:

- Interviews facilitate the collection of detailed qualitative data, through prompts and follow up questions, thereby providing a more in depth insight into Morgan Development Ltd market.
- An interview can capture verbal and non-verbal cues for Morgan Developments Ltd, but this method also affords the capture of non-verbal cues including body language, which can indicate a level of discomfort with the questions. Adversely, it can also indicate a level of enthusiasm for the topics being discussed in the interview.
- The interviewer for Morgan Developments Ltd is the one that has control over the interview and can keep the interviewee focused and on track to completion.
- Interviews can capture an interviewee's emotions and behaviour, that is likely to be useful for Morgan Developments Ltd.

Disadvantages of interviews may include:

- Cost is a major disadvantage of interviews. They require a number of people to conduct the interviews, which means they will require researchers. Personnel are the highest cost Morgan Developments Ltd can incur.
- The quality of data Morgan Developments Ltd receive will often depend on the skills and ability of their interviewer.
- Interviewer bias could impact on the way responses are recorded and interpreted.
- Collation and analysis of qualitative data can be more time consuming and costly.
- Sample size may be limited to the resources available to Morgan Developments Ltd.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 [1]–[4] Basic

- Basic knowledge and understanding of questionnaires or interviews
- Limited or no relevant application to Morgan Developments Ltd.
- Analysis and evaluation is basic.
- No judgement made or judgement is limited.
- The quality of the candidate's written communication is basic.

Level 2 [5]–[8] Satisfactory

- Satisfactory knowledge and understanding of questionnaires and interviews.
- Reasonable application to Morgan Developments Ltd.
- Analysis and evaluation is satisfactory.
- Judgement is partially reasoned.
- The quality of the candidate's written communication is satisfactory.

Level 3 [9]–[12] Good

- Good knowledge and understanding of questionnaires and interviews
- Good application to Morgan Developments Ltd.
- Analysis and evaluation is clear and coherent.
- Judgement is reasoned.
- The quality of the candidate's written communication is good.

Level 4 [13]–[16] Excellent

- Excellent knowledge and understanding of questionnaires and interviews.
- Excellent application to Morgan Developments Ltd.
- Analysis and evaluation is appropriate, clear and logical.
- Judgement is fully justified.
- The quality of the candidates' written communication is excellent. [16]

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5 AO1, AO2, AO3

Responses may include:

- Stating change – whether the change is perceived to be major or minor, the leaders must be able to clearly articulate what the change is all about, why it's important and what the positive outcomes of the change will be. The manager of the Salt and Pepper restaurant will need to have a clear rationale for implementing change. Otherwise employees may be suspicious of their motives. The manager will have to ensure that supervisors are clear about the change before communicating this to the employees of Salt and Pepper. The change is management driven and therefore any questions can be met with a uniform answer by management. It is also important that the manager stresses whether the change is relatively major or minor to ensure that the employees are fully aware.
- Listening to the workforce – it is essential that the manager of the Salt and Pepper restaurant listens to their employees. In fact employees will probably be aware of the need for change. In listening to the employees, the manager will ensure employee “buy-in” to the process. Salt and Pepper employee feedback will assist in the smooth transition of the intended change. Gathering feedback throughout the change process will hold everyone accountable and help maintain alignment.
- Feedback – collecting feedback from the employees of Salt and Pepper is important. Moreover, it is important to acknowledge that feedback. Obtaining team feedback during the beginning, middle and end of the change process will ensure that potential problems can be identified and resolved earlier and that they don't plague the process of change for Salt and Pepper. The after-action-review is important for the learning process in Salt and Pepper. Feedback can be gathered relatively easily by way of anonymous survey or indeed electronically by using websites such as Survey Monkey.
- Emotional Intelligence – the manager of Salt and Pepper must lead change by setting a good example. Change can be fraught with trepidation; displaying compassion and empathy engenders a caring attitude. The manager of Salt and Pepper will achieve this by communicating clearly, showing discipline and transparency. This will also assist in getting the employees to participate in effecting the necessary change. If the manager can actively practice improving their emotional intelligence it will mean they are better equipped to drive positive change and guide the team through the changes in Salt and Pepper.
- Explaining the rationale for change – each employee will want to know the purpose behind organisational change at Salt and Pepper. Once the employees understand the reasoning behind the change and that the goal is to improve their working conditions, then resistance to change may abate. This will also allay fear of favouritism and that everything is equal if the rationale for the introduction of the new ordering system is explained clearly.
- Clarity – defining the roles of the decision-makers is very important. Employees of Salt and Pepper have a role in driving change, must understand who is accountable, responsible and informed. Specific team members must own certain aspects of the change process.
- Provide Training – most of the time, training will be required. In the case of Salt and Pepper training should be relatively straight forward. A new system,

process, software or an overhaul in customer service, will require employees of Salt and Pepper to be well-trained for the changes to be effective.

- Reward – some employees of Salt and Pepper will embrace the change and proactively aid in its acceptance while others will be slow to adopt. The manager will devise a plan to reward those that make the time and effort to embrace change with a positive attitude. Keeping employees properly motivated will aid in adoption of the changes.
- Clear Communication – the manager of Salt and Pepper should formulate a communications strategy. Before trying to affect change the manager should prepare employees for accepting the change. The manager must address the mood, so that employees support implementation and that it will be long lasting. At various stages the manager must be ready to reinforce the change and ensure it is seen through to conclusion.
- Explain the benefits – the Salt and Pepper restaurant need to explain what's in it for their employees. One great way of persuading their employees is to explain the benefits that will affect them specifically. If their employees can see and appreciate that agreeing with the change will offer advantages to them personally, they will be much more inclined to accept them.
- Demonstrate respect – Salt and Pepper will need to get employees to respect the decision to change the system. The employees may disagree, doubt and struggle with this change. It is only whenever they see that results are delivered that the employees will respect the need for change. When successes materialise people come around because the positive experiences with results will reinforce the need for the change and that it was the correct decision.
- Demonstrate trust – the Salt and Pepper restaurant should get agreement on a more minor point first known as the 'yes ladder' – by getting their employees to agree with a minor point, or to carry out a smaller task, meaning they will be more likely to get them to agree with a bigger decision.
- Act with integrity – Salt and Pepper must act consistently based on ethical principles and commitments. The essential elements entail openness, honesty and fairness. The manager of Salt and Pepper will have to promote these values to spread it throughout the organisation. The manager will also have to monitor integrity to ensure it is a core value amongst management and employees.
- Treat all employees with fairness – fairness is essential to Salt and Pepper persuading employees to change. If management consider each layer within the business, then employees will feel that they have a modicum of influence on issues that affect their jobs. This feeling of fairness will engender a greater degree of 'esprit de corps' and in turn make change through persuasion immeasurably smoother.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 [1]–[4] Basic

- Basic knowledge and understanding of how persuasion can be used to influence the employees of the Salt and Pepper restaurant.
- Application is basic with limited reference to the Salt and Pepper restaurant.
- Analysis of how persuasion can be used to influence others is basic.
- The quality of the candidates' written communication is basic.

Level 2 [5]–[8] Satisfactory

- Satisfactory knowledge and understanding of how persuasion can be used to influence the employees of the Salt and Pepper restaurant.
- Reasonable application to the Salt and Pepper restaurant.

- Analysis of how persuasion can be used to influence others is satisfactory.
- The quality of the candidate's written communication is satisfactory.

Level 3 [9]–[12] Good

- Good knowledge and understanding of how persuasion can be used to influence the employees of the Salt and Pepper restaurant.
- Application is good with reference to the Salt and Pepper restaurant.
- Analysis of how persuasion can be used to influence others is good.
- The quality of the candidates' written communication is good.

Level 4 [13]–[16] Excellent

- Excellent knowledge and understanding of how persuasion can be used to influence the employees of the Salt and Pepper restaurant.
- Application is excellent with clear reference to the Salt and Pepper restaurant.
- Analysis of how persuasion can be used to influence others is excellent.
- The quality of the candidates' written communication is excellent. [16]

16

6 AO1, AO2, AO3

Responses may include:

The Boston Matrix is a technique which allows Scribblers plc to analyse their product portfolios according to two criteria:

- Market growth: the rate at which the market is growing or declining. Sales of a product in a high growth market have a better chance of moving than a product in a low growth or declining market.
- Relative market share: how strong is the product within the market? Does the product follow the market leader or is it the market leader? Where is the product relative to its strongest rival product?

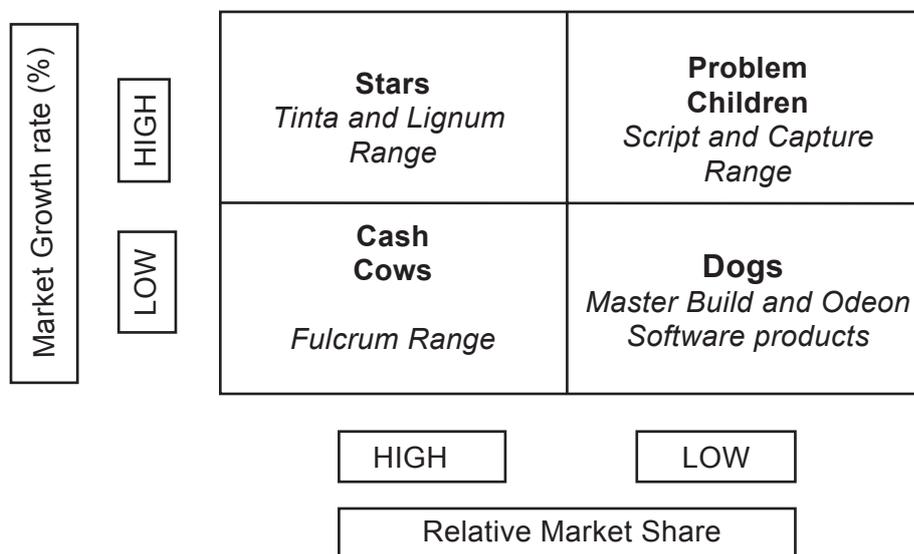
The Boston Matrix is comprised of four categories in which a product can be placed in terms of market growth and relative market share:

- Stars – these products usually have the characteristics of a high market growth and a relatively high market share. Stars like the Tinta and Lignum range are of great value to Scribblers plc as the product will be in a strong position in its market as a high market share and is advantageous to them as they are operating in a fast-growing market. The Tinta and Lignum photocopier/scanner are likely to become profitable for Scribblers plc as it occupies a relatively high market share. Investment will be required possibly to fend off competition. Cash flow for Scribblers plc may be minimal as it is necessary to invest heavily in the product to maintain its position.
- Cash Cows – this term is given to a product with a relatively high market share and growth. Scribblers plc with the Fulcrum range products are profitable and well-positioned in the market. The drawback to these products is that the market shows weak growth so the opportunity to increase revenue is limited. These products will not require investment. However, they yield a strong positive cash flow for Scribblers plc.
- Problem Children – sometimes referred to as question marks, these products have a relatively low market share in a fast-growing market. The Problem Children (Script and Capture ranges) presents Scribblers plc with a dilemma because it is unclear what should be done with these products. The product could be performing weakly and it is unlikely to be profitable. However, in a growing market this product may have potential to turn into a star. Cash flow for Scribblers plc will be between minimal and zero. A weak relative market share means it will not be profitable for Scribblers plc which will require investment to cope with expanding sales in a fast-growing market.

- Dogs – a Dog is a product which has a relatively low market share in a market of low growth. Scribblers plc Dogs such as the Master Build and Odeon software products have poor prospects for future sales and profits. Occupying 5% of the market share and growth around 2% Scribblers plc will be faced with a decision. Will Scribblers plc retain or sell the product? However, some Dogs may generate cash flow as little investment is required. If a product generates little or no profit, then the cash flow may be minimal or even in the negative.

Recommendations may include:

- Stars are future Cash Cows therefore Scribblers plc will need to concentrate their efforts on building the brands regarding the Tinta and Lignum scanner/ photocopier. This will also assist in an increase of sales and manage to fight off competition.
- Scribblers plc can ‘milk’ the Cash Cow products such as the Fulcrum range of pencils. The money generated can be used to develop existing or new products. However, Scribblers plc may choose to just use the minimal amount of money on promoting or developing the Fulcrum range to maintain sales and their market share. This is also known as ‘holding’.
- Scribblers plc face a choice with the Problem Children Script and Capture range of Styli. They can build the brand in the hope or expectation that these will turn into Stars. Scribblers plc could raise the price and reduce money spent on promotion increasing the profit yield. However, Scribblers plc can keep the situation under review and may divest itself of the product (selling to a competitor). Scribblers plc may choose to discontinue or withdraw the range altogether.
- Scribblers plc may feel that the Master Build or Odeon software is not profitable to develop it can also be sold or discontinued. However, they may choose to invest heavily. This decision will be carefully considered before a course of action can be decided.



The Boston Matrix diagram may be used to clarify a written response. However, it is not essential.

All valid responses will be given credit
[0] is awarded for a response not worthy of credit

Level 1 [1]–[5] Basic

- Basic knowledge and understanding of up to four categories of the Boston Matrix.
- Limited or no relevant application to Scribblers plc.

- Basic Boston Matrix carried out.
- Candidate makes up to three recommendations which are limited and may or may not be supported by own knowledge and the analysis given.
- The quality of the candidate’s written communication is basic.

Level 2 [6]–[10] Satisfactory

- Satisfactory knowledge and understanding of at least two categories of the Boston Matrix.
- Application is satisfactory with some reference to Scribblers plc.
- Satisfactory Boston Matrix is carried out.
- Candidate makes at least two recommendations which are partially reasoned and supported by own knowledge and the analysis given.
- The quality of the candidate’s written communication is satisfactory.

Level 3 [11]–[15] Good

- Good knowledge and understanding of two or three categories of the Boston Matrix.
- Coherent and clear application to Scribblers plc.
- Candidate makes two recommendations which are well supported by own knowledge and the analysis given.
- Good Boston Matrix carried out.
- The quality of the candidate’s written communication is good.

Level 4 [16]–[20] Excellent

- Excellent knowledge and understanding of the four categories of the Boston Matrix.
- Excellent application to Scribblers Plc
- Excellent Boston Matrix carried out.
- Candidate makes three recommendations which are fully justified and informed by own knowledge and the analysis given.
- The quality of the candidate’s written communication is excellent. [20]

Total

**AVAILABLE
MARKS**

20

80