



Rewarding Learning

ADVANCED SUBSIDIARY (AS)
General Certificate of Education
2025

Professional Business Services

Assessment Unit AS 1
assessing

Introduction to Professional Business Services

[SPS11]

FRIDAY 30 MAY, MORNING

**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 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 the highest standard to make meaning absolutely clear.

1 (a) AO1

Responses may include:

- Age
- Gender
- Socioeconomic class
- Lifestyle
- Geographical region

(3 × [1])

[3]

(b) AO1

Responses may include:

Tangible goods are any item that can be physically touched, moved, seen, weighed, measured, or picked up.

All valid responses will be given credit

[1] basic definition of the term tangible goods

[2] good definition of the term tangible goods

(1 × [2])

An example of tangible goods may include:

A car, printed book, clothing, tools, plant and machinery, premises

[1] example given

[3]

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**AVAILABLE
MARKS**

2 AO1, AO2

AVAILABLE
MARKS

Responses may include:

Advantages

- Paw Dogs Kennels will have limited liability.
- Paw Dogs Kennels will have continuity. If one shareholder dies the business is not affected.
- The amount of capital available to Paw Dogs Kennels will be much greater than a sole trader or partnership.
- There are opportunities for specialisation and division of labour within Paw Dogs Kennels.
- Paw Dogs Kennels will be on a larger scale so it will be easier to borrow money.
- Control of Paw Dogs Kennels will be retained by a small group of shareholders.
- Paw Dogs Kennels has a separate identity from that of its owners and may take legal action on its own behalf.

Disadvantages

- Paw Dogs Kennels shares are not available for wider sale, so expansion may be difficult. They will only be available to family and friends.
- Some financial information about Paw Dogs Kennels must be available for inspection by members of the general public. This may give competitors valuable insights into the affairs of the business.
- The process of forming Paw Dogs Kennels is more involved than it is in a business organisation such as sole traders and partnerships.
- Paw Dogs Kennels shareholders will be entitled to receive a share of the profit in the form of dividends.

All valid responses will be given credit

[1] advantage identified

[2] advantage identified and explained

[1] disadvantage identified

[2] disadvantage identified and explained

(2 × [2] + 2 × [2])

8

3 AO1, AO2, AO3

AVAILABLE MARKS

Responses may include:

1 Identification and description.

The first step is to identify the risks facing Elmwood Amusement Park. This will enable them to assess the risk. It will also enable them to put in place any actions needed to reduce risk, such as mitigation or contingency.

Elmwood Amusement Park risks are in various categories, for example:

- financial: low number of visitors to Elmwood Amusement Park
- reputational: negative reviews at Elmwood Amusement Park, e.g. social media
- health and safety: accidents at Elmwood Amusement Park
- 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 of risk using an appropriate risk assessment matrix, with 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 Elmwood Amusement Park.

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. (Table below is for illustrative purposes. Candidates are not required to construct a matrix as part of their answer)

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 Elmwood Amusement Park actions.

Elmwood Amusement Park 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 Elmwood Amusement Park to reduce likelihood or impact of accidents.

The actions will be recorded on the risk register once Elmwood Amusement Park 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 environmental 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 a risk assessment

[2] identification of one element of a risk assessment with application to Elmwood Amusement Park

[3] identification of one element of a risk assessment with application and basic analysis to Elmwood Amusement Park

[4] identification of one element of a risk assessment with application and good analysis to Elmwood Amusement Park

(3 × [4])

12

4 (a) AO1

AVAILABLE
MARKS

Responses may include:

Consulting is basically all about assisting another organisation, group, team or individual to transform business from one place to another. Consulting process means a series of activities involved in the seeking for and provision of expert advice at a price. Ideally, this process involves two main parties – the consultant and client. The five steps of the consultancy process are: entry, diagnosis, action planning, implementation and termination.

[1] basic definition of the term consultancy process

[2] good definition of the term consultancy process

[2]

(b) AO1, AO2, AO3

Responses may include:

Focus Groups

Advantages of focus groups may include

- Cheap – it is an inexpensive and fast method of acquiring valuable data for Sky Blue Airlines.
- Reflect – participants are given the chance to reflect or react to the viewpoint of others regarding Sky Blue Airlines with which they may disagree or of which they are unaware.
- Comfortable – the interaction of a group may encourage participants to speak about Sky Blue Airlines who may have otherwise been reluctant.
- Interactive feedback – participants can be inspired and encouraged by the group member's ideas on Sky Blue Airlines.
- Data – data rich in detail about Sky Blue Airlines can be collected.
- Questions – participants along with the researcher have an opportunity to ask questions and it will produce more information for Sky Blue Airlines when compared with individual interviews.
- Variety of information – it creates a safe place when brainstorming about Sky Blue Airlines and creativity is encouraged so that new approaches can be created.
- Clashes – the researcher can clarify if clashes occur among participants. It will enable these diverse opinions to be examined by Sky Blue Airlines.

Disadvantages of focus groups may include

- Dominate – where one or multiple participants may dominate the conversation on Sky Blue Airlines, excluding others.
- Ethical issues – there is the ethical issue of no confidentiality or anonymity as personal details are open to the entire group.
- Small – focus groups tend to be small so they may not be fully representative for Sky Blue Airlines.
- Bias – participants may not give their actual opinion on Sky Blue Airlines, but instead what they think would make the group like them.
- Introverts – some participants could possibly be introverts, while others take control of the debate and impact the result or possibly even introduce bias to Sky Blue Airlines research.
- Lack of honesty – participants do not always voice their true opinions. Participants can also be swayed by the focus group researcher or the presence of employees from Sky Blue Airlines.
- Researcher bias – researcher can greatly impact the outcome of a focus group discussion. They may, intentionally or inadvertently, inject their personal biases into the participants exchange of ideas about Sky Blue Airlines.

Online Surveys

Advantages of online surveys may include:

- Low costs – due to drastically lower overheads, collecting data does not have to cost Sky Blue Airlines thousands of pounds.
- Automation and real-time access – respondents input their own data, and it is automatically stored electronically. The analysis becomes easier for Sky Blue Airlines and can be streamlined and is available immediately.
- Less time – rapid deployment and return times are possible for Sky Blue Airlines with online surveys that cannot be attained by traditional methods.
- Convenience for respondents – they can answer questions when they have a spare moment, at their pace, and can even start a survey at one time, stop, and complete it later.
- Design flexibility – surveys can be programmed even if they are very complex. Intricate skip patterns and logic can be employed seamlessly. Sky Blue Airlines can also request that respondents provide only one response to single-choice questions, which cuts down on error.
- No interviewer – respondents may be more willing to share personal information because they're not disclosing it directly to another person. Interviewers can also influence responses in some cases.

Disadvantages of online surveys may include:

- Response bias – some respondents may not feel encouraged to provide accurate, honest answers about Sky Blue Airlines or present themselves in an unfavourable manner.
- Closed-ended questions – online surveys with closed-ended questions may have a lower validity rate than other question types for Sky Blue Airlines.
- Data errors – due to the use of question non-responses may exist. The number of respondents who choose to respond to a survey question may be different from those who choose not to respond, thus creating bias.
- Limited sampling and respondent availability – it is harder to draw probability samples based on e-mail addresses or website visitations. Online surveys can sometimes result in Sky Blue Airlines missing out on the views of a wider audience.
- Easy to miss/dismiss – Sky Blue Airlines online surveys may end up being completely missed by a large portion of Sky Blue Airlines prospective respondents. Due to sheer volume of emails and notifications respondents received every single day
- No interviewer – lack of a trained interviewer to clarify and probe can lead to less reliable data for Sky Blue Airlines.
- Rigidity – before Sky Blue Airlines develop their survey, they need to remember to account for all possible answers and program the survey accordingly. If Blue Sky Airlines fail to account for all possible answers, they may be missing out on data.

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 focus groups or online surveys.
- Basic or no relevant application to Sky Blue Airlines.
- Analysis and evaluation is basic.
- No judgement made or judgement is basic.
- The quality of the candidate’s written communication is basic.

Level 2 [5]–[8] Satisfactory

- Satisfactory knowledge and understanding of focus groups and online surveys.
- Satisfactory application to Sky Blue Airlines.
- Analysis and evaluation is satisfactory.
- Judgement is satisfactory.
- The quality of the candidate’s written communication is satisfactory.

Level 3 [9]–[12] Good

- Good knowledge and understanding of focus groups and online surveys.
- Good application to Sky Blue Airlines.
- Analysis and evaluation is good.
- Judgement is good.
- The quality of the candidate’s written communication is good.

Level 4 [13]–[16] Excellent

- Excellent knowledge and understanding of focus groups and online surveys.
- Excellent application to Sky Blue Airlines.
- Analysis and evaluation is excellent.
- Judgement is excellent.
- The quality of the candidates’ written communication is excellent. [16]

**AVAILABLE
MARKS**

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Responses may include:

The Boston Matrix is a technique which allows Abacus plc to analyse their product portfolio 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:

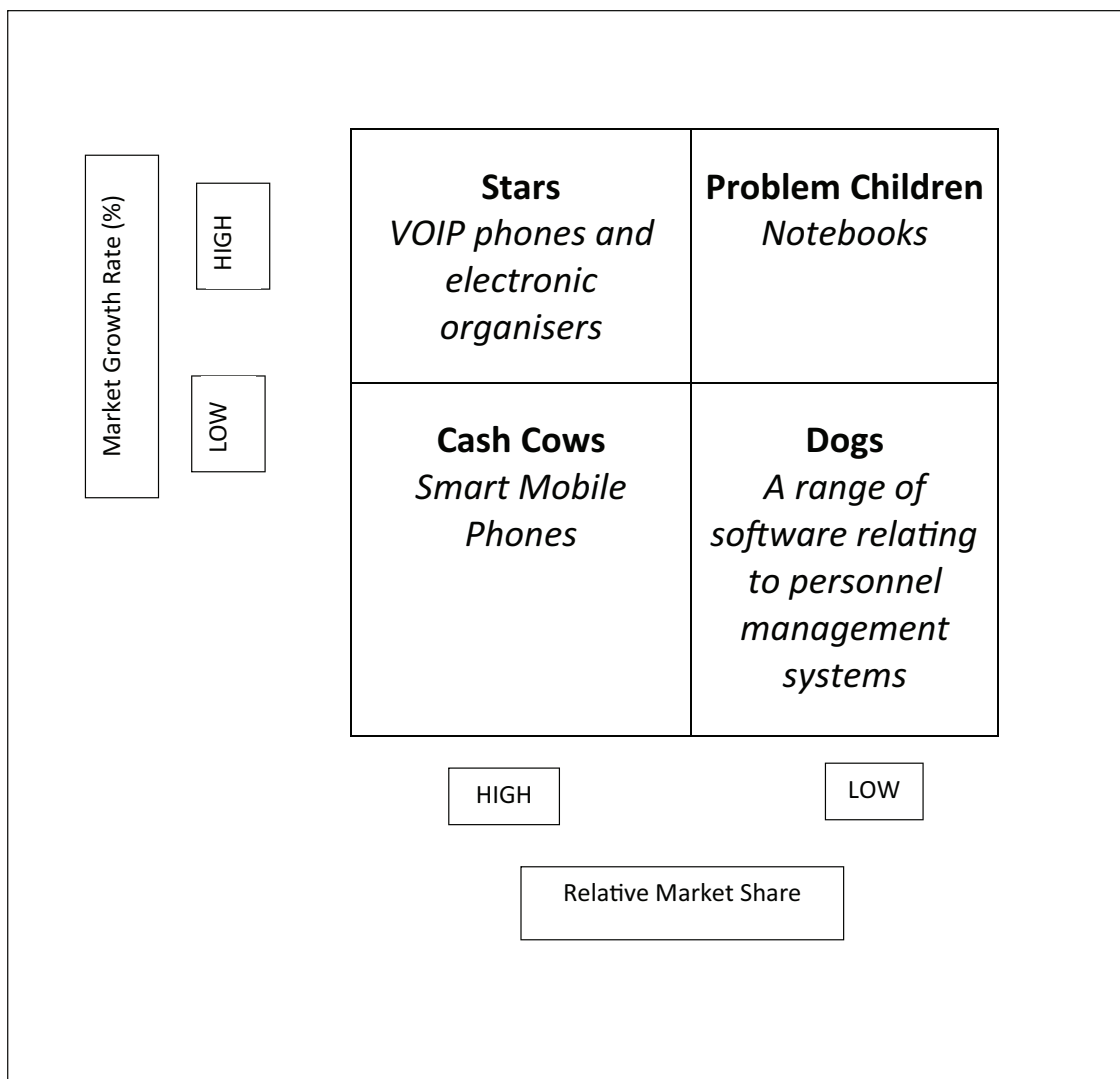
- Stars – these products usually have the characteristics of a high market growth and a relatively high market share. Stars like the VoIP phones and electronic organisers range are of great value to Abacus plc as the product will be in a strong position in its market has a high market share and is advantageous to them as they are operating in a fast-growing market. The VoIP phones and electronic organisers are likely to become profitable for Abacus plc as it occupies a relatively high market share. Investment will be required possibly to fend off competition. Abacus plc may need to invest heavily in the product to maintain its position.
- Cash Cows – this term is given to a product with a relatively high share of a low growth market. Abacus plc with the smart mobile phones are profitable and well-positioned in the market. These products will not require major investment and are the revenue generators. They yield a strong positive cash flow for Abacus plc.
- Problem Children – sometimes referred to as question marks, these Notebooks have a relatively low market share in a fast-growing market. The Problem Children (Notebooks) presents Abacus 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. A lower relative market share means it may not be profitable for Abacus 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. Abacus plc Dogs such as a range of software relating to personnel management systems have poor prospects for future sales and profits. Occupying 5% of the market share and growth around 2% Abacus plc will be faced with a decision. Will Abacus 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 Abacus plc will need to concentrate their efforts on building the brands regarding the VoIP and electronic organisers. This will also assist in an increase of sales and manage to fight off competition.
- Abacus plc can 'milk' the Cash Cow products such as the smart mobile phones. The money generated can be used to develop existing or new products. However, Abacus plc may choose to use the minimal amount of money on promoting or developing the smart mobile phone to maintain sales and their market share. This is also known as 'holding'.
- Abacus plc face a choice with the Problem Children Notebooks. They can build the brand in the hope or expectation that these will turn into Stars.

Abacus plc could raise the price and reduce money spent on promotion increasing the profit yield. However, Abacus plc can keep the situation under review and may divest itself of the product (selling to a competitor). Abacus plc may choose to discontinue or withdraw the Notebook altogether.

- Abacus plc may feel that the range of software relating to the personnel management systems is not profitable to develop, so may decide to discontinue this software. Alternatively, they may choose to invest heavily. This decision will be carefully considered before a course of action can be decided.



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 up to four categories of the Boston Matrix.
- Basic or no relevant application to Abacus plc.
- Basic Boston Matrix carried out.
- Candidate includes up to three recommendations which are basic 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 [5]–[8] Satisfactory

- Satisfactory knowledge and understanding of at least two categories of the Boston Matrix.

- Satisfactory application to Abacus plc.
- Satisfactory Boston Matrix is carried out.
- Candidate makes at least two satisfactory 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 [9]–[12] Good

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

Level 4 [13]–[16] Excellent

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

Responses may include:

- Stating change – whether the change is perceived to be major or minor, management 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. Management of Northern Hub will need to have a clear rationale for implementing change; otherwise, employees may be suspicious of their motives. Management will have to ensure that employees are clear about the change before communicating this to the employees of Northern Hub. It is also important that management stresses whether the change is relatively major or minor to ensure that the employees are fully aware.
- Act with integrity – Northern Hub must act consistently based on ethical principles and commitments. The essential elements entail openness, honesty, and fairness. Management of Northern Hub 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.
- Listening to the workforce – it is essential that management of Northern Hub listen to their employees. In fact, employees will probably be aware of the need for change. In listening to the employees, management will ensure employee “buy-in” to the process. Northern Hub 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 Northern Hub 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. Also, that they don't plague the process of change for Northern Hub. The after-action-review is important for the learning process in Northern Hub. Feedback can be gathered relatively easily by way of an anonymous survey or indeed electronically by using websites such as Survey Monkey.
- Explaining the rationale for change – each employee will want to know the purpose behind the change at Northern Hub. 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 introducing an uniform is explained clearly.
- Emotional Intelligence – management of Northern Hub must lead change by setting a good example. Change can be fraught with trepidation; displaying compassion and empathy engenders a caring attitude. Management of Northern Hub 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 management 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 Northern Hub.
- Clarity – defining the roles of the decision-makers is very important. Employees of Northern Hub have a role in driving change, they must understand who is accountable, responsible and informed. Specific team members must own certain aspects of the change process.
- Reward – some employees of Northern Hub will embrace the change and proactively aid in its acceptance while others will be slow to adapt. Management 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 – management of Northern Hub should formulate a communications strategy. Before trying to affect the introduction of a uniform change, management should prepare employees for accepting the change. Management 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 change and ensure it is seen through to conclusion.
- Explain the benefits – management of Northern hub need to explain what's in it for their employees. One great way of persuading their employees is to explain the benefits of the change. If their employees can see and appreciate the benefits of introducing a uniform, they will be much more inclined to accept change.
- Demonstrate respect – Northern Hub 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 results are delivered that the employees will respect the need for change.
- Demonstrate trust – Northern Hub 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, they will be more likely to get them to agree with a bigger change.
- Treat all employees with fairness – fairness is essential to Northern Hub 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]–[5] Basic

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

Level 2 [6]–[10] Satisfactory

- Satisfactory knowledge and understanding of how persuasion can be used to influence the employees of Northern Hub.
- Satisfactory application to Northern Hub.
- Analysis of how persuasion can be used to influence others is satisfactory.
- The quality of the candidate's written communication is satisfactory.

Level 3 [11]–[15] Good

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

Level 4 [16]–[20] Excellent

- Excellent knowledge and understanding of how persuasion can be used to influence the employees of Northern Hub.
- Application is excellent with clear reference to Northern Hub.
- Analysis of how persuasion can be used to influence others is excellent.
- The quality of the candidates' written communication is excellent.

AVAILABLE
MARKS

20

Total

80