

Mark Scheme (Results)

June 2011

GCE Accounting
(6002) Paper 01

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Question Number	Answer	Mark
1(a)	Q1 Mark Scheme Profit and Loss Account for Orion plc for Y/e 31st March 2011	
	Turnover	5723000 ✓
	Cost of sales	3041855 ✓ o/f
	Gross profit	2681145 ✓ o/f
	Distribution costs	1174650 ✓ o/f
	Administrative expenses	336000 ✓ o/f
	Other operating income	216320 ✓ o/f
	Other Investment Income	23450 ✓
	Interest Receivable	7250 ✓
	Interest payable	156250 ✓ o/f
	Profit on ordinary activities before tax	1261265 ✓ o/f
	Corporation tax	275000 ✓
	Profit on ordinary activities after tax	986265 ✓/o/f✓C
		13 x ✓
		W1 Cost of Sales
		Direct Labour 985430 ✓
		Direct materials 734250 ✓
		Factory Rent 408000 ✓✓ 12 x ✓
		Machinery Depreciation 85625 ✓✓
		Production Director 71000 ✓
		Research and Development 760000 ✓
		Stock Adjustment 4750 ✓✓
		Stock adjustment WIP -7200 ✓✓
		3041855
		W2 Distribution Costs
		Advertising and promotions 147500 ✓
	Discount on sales 414750 ✓	
	Motor Lorries expenses 176400 ✓	
	Shop Premises Depreciation 46000 ✓✓	
	Lorry Drivers Wages 122000 ✓	
	Shop staff wages 187000 ✓ 8 x ✓	
	Sales Director 81000 ✓	
	1174650	
	W3 Administrative Expenses	
	Bad Debts Written Off 16000 ✓	
	Office staff wages 246000 ✓ 3 x ✓	
	Finance Director 74000 ✓	
	336000	
	W4 Other Operating Income	
	Canteen sales 189320 ✓	
	Rent Received 27000 ✓ 2 x ✓	
	216320	
	W4 Interest Payable	
	Debenture 156250 ✓✓ 2 x ✓	
	TOTAL 40 marks	
		(40)

Income Statement for Orion plc for Y/e 31 March 2011√

Turnover	5723000	√	
Cost of sales	3041855	√	o/f
Gross profit	2681145	√	o/f
Other Income	247020	√	o/f
Distribution costs	1174650	√	o/f
Administrative expenses	336000	√	o/f
Other expenses			
Financial cost	156250	√	o/f
Profit on ordinary activities before tax	1261265	√o/f	√C
Corporation tax	275000	√	
Profit on ordinary activities after tax	986265	√o/f	√C

Question Number	Answer	Mark
1(b)	<p>FOR Usefulness/ Importance Legally the shareholders must receive a copy/or have copy made available of the accounts ✓ and they can see how the funds they have invested are being used/ how company is performing ✓ Shareholders may be happy (or unhappy) with the performance of the company ✓ and may decide to buy more (sell) shares. ✓ Accounts are prepared in standard format ✓ which allows shareholders to compare the accounts of one company with another. ✓ E.g for investment potential. ✓</p> <p>AGAINST Usefulness/Importance Preparing the accounts is time consuming, ✓ and time means money. ✓ Expenses associated with preparation and sending eg printing costs ✓ and postage. ✓ However shareholders could be sent an abridged (smaller) version of the accounts ✓ which are much cheaper. ✓ Some figures are estimates ✓ e.g. Depreciation ✓ Some shareholders will not understand the accounts ✓ as they have little accounting knowledge ✓ The accounts may not be totally reliable ✓ e.g. due to ‘window dressing’, fraud etc ✓</p> <p>Maximum of 8 ✓ marks for argument on one side</p> <p>CONCLUSION Should relate to points made above. Eg It is important they receive a copy of the accounts. ✓✓</p>	(12)

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2(a)	<table border="1"> <thead> <tr> <th>Option A</th> <th>£</th> <th>Interest Rate/ Expected return</th> <th>Interest</th> <th></th> </tr> </thead> <tbody> <tr> <td>Debenture</td> <td>500 000</td> <td>15.0%</td> <td>75 000</td> <td>need</td> </tr> <tr> <td>Bank Loan</td> <td>200 000</td> <td>12.5%</td> <td>25 000</td> <td>✓ both</td> </tr> <tr> <td>Preference Shares</td> <td>300 000</td> <td>10.0%</td> <td>30 000</td> <td>need</td> </tr> <tr> <td>Ordinary Shares</td> <td>1 500 000</td> <td>8.0%</td> <td>120 000</td> <td>✓ both</td> </tr> <tr> <td>Total</td> <td>2 500 000</td> <td></td> <td>250 000</td> <td>✓</td> </tr> </tbody> </table> <p>WACC = $\frac{£250\,000}{£2\,500\,000} \times 100 = 10\%$</p> <table border="1"> <thead> <tr> <th>Option B</th> <th>£</th> <th>Interest Rate/ Expected return</th> <th>Interest</th> <th></th> </tr> </thead> <tbody> <tr> <td>Debenture</td> <td>1 000 000</td> <td>14.0%</td> <td>140 000</td> <td>need</td> </tr> <tr> <td>Bank Loan</td> <td>500 000</td> <td>11.0%</td> <td>55 000</td> <td>✓ both</td> </tr> <tr> <td>Preference Shares</td> <td>500 000</td> <td>9.0%</td> <td>45 000</td> <td>need</td> </tr> <tr> <td>Ordinary Shares</td> <td>500 000</td> <td>7.0%</td> <td>35 000</td> <td>✓ both</td> </tr> <tr> <td>Total</td> <td>2 500 000</td> <td></td> <td>275 000</td> <td>✓</td> </tr> </tbody> </table> <p>WACC = $\frac{£275\,000}{£2\,500\,000} \times 100 = 11\%$</p>	Option A	£	Interest Rate/ Expected return	Interest		Debenture	500 000	15.0%	75 000	need	Bank Loan	200 000	12.5%	25 000	✓ both	Preference Shares	300 000	10.0%	30 000	need	Ordinary Shares	1 500 000	8.0%	120 000	✓ both	Total	2 500 000		250 000	✓	Option B	£	Interest Rate/ Expected return	Interest		Debenture	1 000 000	14.0%	140 000	need	Bank Loan	500 000	11.0%	55 000	✓ both	Preference Shares	500 000	9.0%	45 000	need	Ordinary Shares	500 000	7.0%	35 000	✓ both	Total	2 500 000		275 000	✓	(12)
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2(b)	(i) Lifecare plc should choose Package A ✓✓ o/f (ii) This is because the Cost of Capital is lower than B ✓✓	(4)																																																												

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2(c)	<p>Answers could include:</p> <p>Ordinary shares Usually one vote per ordinary share held. ✓ at AGM /shareholders meetings. ✓ Dividend per year is not fixed, ✓ but varies according to performance. ✓ Last in the queue when dividends paid out of profits. ✓ Last in the queue for payments ✓ if a company is wound up. ✓</p> <p>Preference shares Usually no votes to preference shareholders. ✓ Dividend per year is usually fixed, ✓ despite performance ✓ Before Ordinary shareholders in the queue when dividends paid out of profits. ✓ Before Ordinary shareholders in the queue for payments ✓ if a company is wound up. ✓</p> <p>Max 4 marks each</p>	(8)

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2(d)	<p>Year 1 Inflow = $40 \times 650 \times 52 = \text{£}1\,352\,000$ ✓</p> <p>Year 2 Inflow = $50 \times 675 \times 52 = \text{£}1\,755\,000$ ✓</p> <table border="1" data-bbox="260 1014 1422 1630"> <thead> <tr> <th></th> <th></th> <th></th> <th></th> <th>Discount</th> <th>Discounted</th> <th></th> </tr> <tr> <th>Year</th> <th>Inflow</th> <th>Outflow</th> <th>Net Cash Flow</th> <th>factor</th> <th>Cash flow</th> <th></th> </tr> </thead> <tbody> <tr> <td>0</td> <td></td> <td>(2500000)</td> <td></td> <td>1</td> <td>(2500000)</td> <td>✓</td> </tr> <tr> <td>1</td> <td>1352000</td> <td>810000 ✓✓</td> <td>542000 ✓o/f</td> <td>0.909</td> <td>492678</td> <td>✓ /of</td> </tr> <tr> <td>2</td> <td>1755000</td> <td>810000</td> <td>945000 ✓o/f</td> <td>0.826</td> <td>780570</td> <td>✓ o/f</td> </tr> <tr> <td>3</td> <td>1755000</td> <td>966000 ✓✓</td> <td>789000 ✓o/f</td> <td>0.751</td> <td>592539</td> <td>✓ o/f</td> </tr> <tr> <td>4</td> <td>1755000</td> <td>966000</td> <td>789000</td> <td>0.683</td> <td>538887</td> <td>✓ o/f</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>(95326)</td> <td>✓ o/f ✓ C</td> </tr> </tbody> </table>					Discount	Discounted		Year	Inflow	Outflow	Net Cash Flow	factor	Cash flow		0		(2500000)		1	(2500000)	✓	1	1352000	810000 ✓✓	542000 ✓o/f	0.909	492678	✓ /of	2	1755000	810000	945000 ✓o/f	0.826	780570	✓ o/f	3	1755000	966000 ✓✓	789000 ✓o/f	0.751	592539	✓ o/f	4	1755000	966000	789000	0.683	538887	✓ o/f						(95326)	✓ o/f ✓ C	(16)
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2(e)	<p><u>Apply own figure rule throughout</u></p> <p><u>Case For Project</u> Figures are estimates ✓ could be greater profits. ✓ Need to apply other Investment Appraisal techniques ✓ eg Payback method ✓ Positive cash flow in every year ✓ NPV will be positive in Year 5 ✓ Could challenge the company policy ✓ of positive NPV after 4 years ✓</p> <p><u>Case Against Project</u> NPV is negative after 4 years ✓ so do not invest. ✓ in accordance with company policy. ✓ Figures are only estimates ✓ could be less profits. ✓</p> <p>Maximum of 8 ✓ for arguing one side only</p> <p><u>Conclusion</u> 2 ✓✓ Should (not) go ahead with project</p>	(12)

Question Number	Answer	Mark
3(a)	Reconciliation of operating profit to net cash flow from operating activities	
	Net Operating Profit	22 595 ✓
	Add Interest : Bank overdraft	3 270 ✓
	Bank loan	3 000 ✓✓
	Loss on Sale of fixed assets	50 000 ✓
	Depreciation	30 000 ✓✓
	Decrease in Stock	5 250 ✓
	Increase in Debtors	(1 100) ✓
	Increase in Creditors	4 620 ✓
Net Cash Inflow from Operating Activities	117 635 ✓ o/f ✓C	
		(12)

Cash Flow Statement for y/e 31 March 2011

Cash Flows from operating activities✓

Profit from operations	28865	✓✓✓✓	(W1)
Add Depreciation	30000	✓✓	
Add Loss on Sale of Fixed Asset	50000	✓	
Operating cash flow before working capital changes✓	108865	✓	
Decrease in inventories	5250	✓	
Increase in trade receivables	-1100	✓	
Increase in trade payables	4620	✓	
Cash generated from operations✓	117635	✓	
Less Interest Paid:Bank overdraft	-3270	✓	
Bank Loan	-3000	✓✓	
Less Tax Paid	-6750	✓	
Net Cash from Operating Activities	104615	✓	

Cash Flow from Investing Activities✓

Payments to acquire tangible fixed assets	-50000	✓
Proceeds from sale of tangible fixed assets	150000	✓
Net Cash Used in Investing Activities	100000	✓

Cash Flow from Financing Activities✓

Redemption of Ordinary shares	-100000	✓
Repayment of Bank Loan	-100000	✓
Dividends Paid : Final 2010	-2000	✓
Interim	-3000	✓✓
Preference	-6000	✓✓
Net Cash Used in Financing Activities	-211000	✓
Net decrease in cash and cash equivalents	-6385	✓ o/f ✓C
Cash and cash equivalents at the beginning of the year	-7420	✓✓

Cash and cash equivalents at the end of the year -13805 ✓✓

Net decrease in cash and cash equivalents -6385 ✓✓

Total 40 x ✓

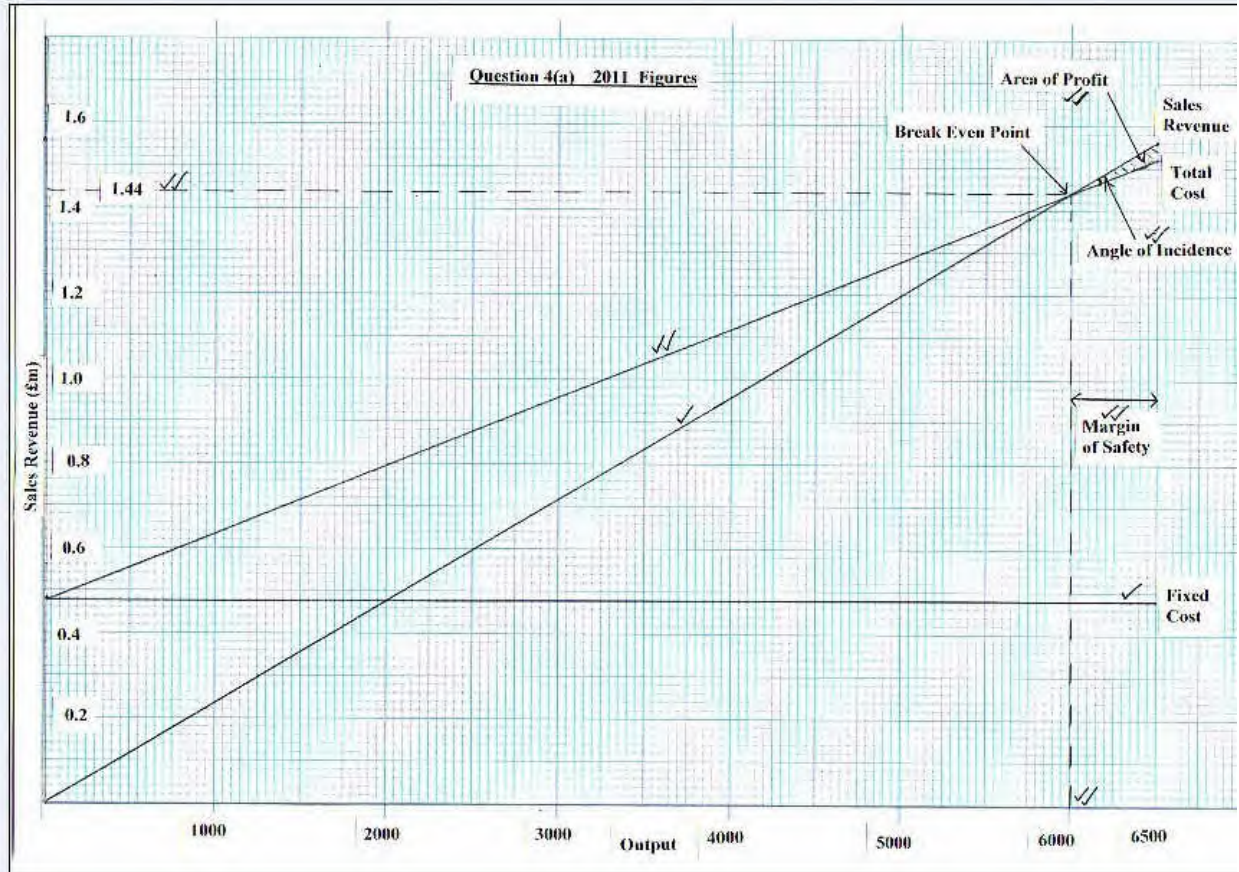
W1 22 595 ✓ + 3 270 ✓ + 3 000 ✓✓
Operating Profit + Overdraft interest + Loan interest

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3(b)	<p>Wording is required to obtain the mark(s). Item also needs to be in correct place.</p> <table border="1"> <tbody> <tr> <td><u>Net Cash Inflow from Operating Activities</u></td> <td></td> <td>117 635 £ o/f</td> </tr> <tr> <td><u>Returns on Investment and Servicing of Finance</u> £</td> <td></td> <td></td> </tr> <tr> <td>Interest Paid</td> <td></td> <td>(6 270) £ o/f</td> </tr> <tr> <td>Preference Dividend Paid (3 000 + 3 000)</td> <td></td> <td>(6 000) ££</td> </tr> <tr> <td><u>Taxation</u></td> <td></td> <td></td> </tr> <tr> <td>Tax Paid</td> <td></td> <td>(6 750) £</td> </tr> <tr> <td><u>Capital Expenditure + Financial Investment</u> £</td> <td></td> <td></td> </tr> <tr> <td>Payments to acquire tangible fixed assets</td> <td>(50 000) £</td> <td></td> </tr> <tr> <td>Receipts from sales of tangible fixed assets</td> <td>150 000 £</td> <td></td> </tr> <tr> <td><u>Net Cash Flow from Investing Activities</u></td> <td></td> <td>100 000 £</td> </tr> <tr> <td><u>Equity Dividends Paid</u></td> <td></td> <td></td> </tr> <tr> <td>Final Dividend 2010</td> <td>(2 000) £</td> <td></td> </tr> <tr> <td>Interim Dividend</td> <td>(3 000) ££</td> <td></td> </tr> <tr> <td></td> <td></td> <td>(5 000)</td> </tr> <tr> <td><u>Net Cash Inflow before Financing</u> £</td> <td></td> <td>193 615 £ o/f</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td><u>Financing</u></td> <td></td> <td></td> </tr> <tr> <td>Redemption of Ordinary shares</td> <td>(100 000) £</td> <td></td> </tr> <tr> <td>Repayment of Bank loan</td> <td>(100 000) £</td> <td></td> </tr> <tr> <td><u>Net Cash Outflow from Financing</u> £</td> <td></td> <td>(200 000) £</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td><u>Decrease in Cash</u> £ o/f</td> <td></td> <td>(6 385) £ o/f £ C</td> </tr> </tbody> </table>	<u>Net Cash Inflow from Operating Activities</u>		117 635 £ o/f	<u>Returns on Investment and Servicing of Finance</u> £			Interest Paid		(6 270) £ o/f	Preference Dividend Paid (3 000 + 3 000)		(6 000) ££	<u>Taxation</u>			Tax Paid		(6 750) £	<u>Capital Expenditure + Financial Investment</u> £			Payments to acquire tangible fixed assets	(50 000) £		Receipts from sales of tangible fixed assets	150 000 £		<u>Net Cash Flow from Investing Activities</u>		100 000 £	<u>Equity Dividends Paid</u>			Final Dividend 2010	(2 000) £		Interim Dividend	(3 000) ££				(5 000)	<u>Net Cash Inflow before Financing</u> £		193 615 £ o/f				<u>Financing</u>			Redemption of Ordinary shares	(100 000) £		Repayment of Bank loan	(100 000) £		<u>Net Cash Outflow from Financing</u> £		(200 000) £				<u>Decrease in Cash</u> £ o/f		(6 385) £ o/f £ C	(22)
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3(c)	<p>Analysis of Changes in Cash and Bank Balances during year ended 31 March 2011</p> <table border="1"> <thead> <tr> <th></th> <th>31 March 2010</th> <th>31 March 2011</th> <th>Change in Year</th> </tr> </thead> <tbody> <tr> <td>Cash</td> <td>5 460</td> <td>4 975 £</td> <td>(485) £</td> </tr> <tr> <td>Bank</td> <td>(12 880)</td> <td>(18 780) £</td> <td>(5 900) £</td> </tr> <tr> <td>Total</td> <td>(7 420)</td> <td>(13 805) £</td> <td>(6 385) £ o/f</td> </tr> </tbody> </table> <p>Need first two columns for first £ Other layouts for reconciliation are acceptable.</p>		31 March 2010	31 March 2011	Change in Year	Cash	5 460	4 975 £	(485) £	Bank	(12 880)	(18 780) £	(5 900) £	Total	(7 420)	(13 805) £	(6 385) £ o/f	(6)
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Total	(7 420)	(13 805) £	(6 385) £ o/f															

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3(d)	<p>Max 8 marks available for arguing only one side.</p> <p><u>Handled poorly</u> Working capital has decreased ✓ from £12 210 ✓ to £2 460 ✓ ie by £9 750 ✓ Working capital ratio has worsened ✓ from 1.29:1 ✓ to 1.05 : 1 ✓ Acid ratio has decreased ✓ from 0.26 : 1 ✓ to 0.24 : 1 ✓ Bank + Cash has decreased ✓ by £6 385 ✓ OR overdraft increased ✓ by £5 900 ✓ Creditors have increased. ✓ by £4 620 ✓ A number of vehicles have been sold off and generated funds. ✓ Are these vehicles required for the business ✓ or are they surplus to requirements? ✓ (could be in “handled well”) Some Ordinary shares have been redeemed which must be a drain on liquid resources. ✓✓ However, this may mean a reduction in future dividends. ✓✓</p> <p><u>Handled well</u> Bank loan has been repaid in full ✓ and this should avoid future interest payments which helps future liquidity ✓ but this may be a problem now ✓ Dividends paid have been very modest. ✓✓ Ordinary shareholders based on year end figure have only received 2% dividend. ✓✓</p> <p>Conclusion 2 marks Liquidity has been handled poorly/well by the directors through the year. ✓✓</p>	(12)

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4(A)	Answers shown on graph.	(14)



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4(b)	<table border="1"> <thead> <tr> <th colspan="6"><u>Calculation of Profit</u></th> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>£</td> </tr> </thead> <tbody> <tr> <td>Sales Revenue</td> <td>6 500</td> <td>X 240</td> <td>1 560 000</td> <td>✓</td> <td></td> </tr> <tr> <td>Variable Costs</td> <td>6 500</td> <td>X 160</td> <td>(1 040 000)</td> <td>✓</td> <td></td> </tr> <tr> <td>Fixed Costs</td> <td></td> <td></td> <td>(480 000)</td> <td>✓</td> <td></td> </tr> <tr> <td>Profit</td> <td></td> <td></td> <td>40 000</td> <td>✓✓</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th colspan="6"><u>Break Even Point</u></th> </tr> <tr> <td></td> <td><u>480 000</u></td> <td>✓ =</td> <td><u>480 000</u></td> <td>6 000</td> <td>Units ✓ o/f ✓ C</td> </tr> <tr> <td></td> <td>(240✓-160✓)</td> <td></td> <td>80</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	<u>Calculation of Profit</u>																							£	Sales Revenue	6 500	X 240	1 560 000	✓		Variable Costs	6 500	X 160	(1 040 000)	✓		Fixed Costs			(480 000)	✓		Profit			40 000	✓✓								<u>Break Even Point</u>							<u>480 000</u>	✓ =	<u>480 000</u>	6 000	Units ✓ o/f ✓ C		(240✓-160✓)		80															(10)
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4(c)	<p>Answers may include : Maximum of 4 marks per side of argument.</p> <p>Better than last year Sales units figure is better ✓ 6 500, than last years figures by 500 ✓ Sales price per unit is better ✓ £240, than last year by £20 ✓ Sales Revenue is better ✓ £1.56 m than last years £1.32 m ✓ by £240 000 ✓</p> <p>Worse than last year Profit of £40 000 o/f is worse than last year ✓ of £88 000 ✓ (by £48 000 o/f). ✓ Variable costs of £160 per unit are higher ✓ than last year of £132 ✓ by £28 o/f ✓ Fixed costs of £480 000 are higher ✓ than last year by £40 000 ✓ Break even figure for units is higher ✓ 6000 o/f, compared to last years 5 000 ✓ Angle of Incidence worse ✓ Margin of Safety is worse ✓ (last year 1000, this year 500) ✓ so 500 worse ✓ Total costs have risen ✓ from £1 240 000 to £1 520 000 ✓</p> <p>Conclusion (does not have to be at end) 2 marks available. Should relate to above points. Profit is lower so this year is worse than last year. ✓✓</p>	(8)

Question Number	Answer	Mark
5(a)	Sales	2 240 000 £
	Direct Materials	450 000 £
	Direct Labour	1 170 000 £
	Semi-Variable Costs	534 000 £
	Fixed Factory Overheads	96 000 £
	Less Closing stock	(250 000) ££££
	Cost of Goods Sold	2 000 000
	Profit	240 000 £ o/f £C
	Calculation of Stock ie 5 ££££ shown above	
	Valuation of Closing Stock $\frac{2,250,000 \text{ £ o/f}}{90,000 \text{ £}} = \text{£25 per unit } \text{£ o/f}$	
	$\text{£25 o/f} \times 10,000 \text{ £} = \text{£250,000 } \text{£ o/f}$	(12)

Question Number	Answer	Mark
5(b)	The marginal cost of producing the units is $(\text{£5} + \text{£13} + \text{£3}) \text{ ££} = \text{£21 } \text{£ o/f}$ Therefore the 10 000 tyres should be sold. £ as there is a positive contribution £ of £3 per tyre. £	(6)

Question Number	Answer	Mark
5(c)	The marginal cost of producing another 8 000 is $(\text{£5} + \text{£21} + \text{£3}) = \text{£29 } \text{£ o/f}$ Therefore the units should not be produced. £ as there is a negative contribution £ of £5 per tyre £ The offer to supply from the other firm (option 2) should be accepted £ as a profit can be made £	(6)

Question Number	Answer	Mark
5(d)	<p><u>Answers may include: (Maximum of 6 ✓'s for one side of argument)</u></p> <p><u>Non-Financial Factors to Consider</u> Contract with FitFast could lead to further business in the future ✓ and this could be at a higher price ✓ with a greater profit margin ✓ Enables their tyres to be sold in a different market ✓ which should raise profile of company ✓ Contract with supplier may lead to further business in future ✓ perhaps with a keener price ✓ or in times of high demand ✓ Selling at the lower price ✓ may upset the Byby plc ✓ who may demand a lower price ✓ or find a different supplier ✓ Quality of the products supplied ✓ may be better/worse than products produced themselves ✓ Workers earn a higher rate if overtime is paid ✓ and this increases motivation ✓</p> <p><u>Case Against considering Non-Financial Factors</u> Directors' duty is to the shareholders ✓ who want a return on their investment. ✓ Loss making firms will go out of business ✓ in the long term. ✓</p> <p><u>Conclusion (✓✓)</u> SE Asia Rubber plc should/should not consider non-financial factors.</p>	(8)

Question Number	Answer	Mark																																																
6(a)	<p style="text-align: center;">Sales Budget for July to December</p> <table border="1"> <thead> <tr> <th></th> <th>July</th> <th>Aug</th> <th>Sept</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th></th> </tr> </thead> <tbody> <tr> <td>North</td> <td>600</td> <td>600</td> <td>600</td> <td>600</td> <td>600</td> <td>600</td> <td>/</td> </tr> <tr> <td>South</td> <td>200</td> <td>220</td> <td>242</td> <td>266</td> <td>293</td> <td>322</td> <td>///</td> </tr> <tr> <td>East</td> <td>500</td> <td>475</td> <td>451</td> <td>429</td> <td>407</td> <td>387</td> <td>///</td> </tr> <tr> <td>West</td> <td>240</td> <td>225</td> <td>210</td> <td>195</td> <td>205</td> <td>215</td> <td>///</td> </tr> <tr> <td>Total</td> <td>1540</td> <td>1520</td> <td>1503</td> <td>1490</td> <td>1505</td> <td>1524</td> <td>/// o/f</td> </tr> </tbody> </table> <p>Apply pro rata for each row eg 2 correct for South = / Need 4 correct for /// Apply o/f rule to table</p>		July	Aug	Sept	Oct	Nov	Dec		North	600	600	600	600	600	600	/	South	200	220	242	266	293	322	///	East	500	475	451	429	407	387	///	West	240	225	210	195	205	215	///	Total	1540	1520	1503	1490	1505	1524	/// o/f	(13)
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6(c)	<p>For Policy Customers do not have to wait for their orders./ Waiting for orders could mean customers go elsewhere./ Production may fluctuate if only for actual orders, / especially if demand is seasonal / If sudden increase in demand / stock is available / If delays in production this is not a problem / as order can be met promptly /</p> <p>Against Policy Producing for expected orders means some stock may be unsold / which is risky / Unsold stock may build up / and this involves a number of costs eg rent, insurance, / and ties up working capital //</p> <p>Maximum of 4 marks for arguing one side only</p> <p>Evaluation 2 marks available for overall conclusion, should relate to points made above. i.e. policy is good/bad.</p>	(8)

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