

Incomplete memo 13

The following is a guideline of how to allocate marks for this paper. Due to the nature of the paper each learner will answer differently and so markers must use their discretion. **THIS OUTLINE SERVES ONLY**

ASA GUIDELINE

Please use the rubrics that were handed out at conference in marking.

Question 1

Award 50% of the marks to Porter's Model and 50% of the marks to the problem solving techniques.
10 marks go to format and terminology usage, while 40 marks are allocated for relevant facts.

Porter's model:

- Level of Rivalry in the market ✓
Full Description ✓
Example relevant to case study ✓✓
- Availability of substitute products ✓
Full Description ✓
Example relevant to case study ✓✓
- The threat of new entrants that may join the market ✓
Full Description ✓
Example relevant to case study ✓✓
- The power of suppliers ✓
Full Description ✓
Example relevant to case study ✓✓
- The power of buyers ✓
Full Description ✓
Example relevant to case study ✓✓

Drill Down Analysis and Drive Technique

- A process whereby complex problems are broken down into manageable chunks for processing ✓✓
- Find information that you did not know was relevant to the problem, leading to the actual root cause of the problem. ✓✓

Drill Down Analysis

(Original Problem Started) ✓

[20 marks]

Broken down to at least 3 levels ✓

Analysis

Problem ✓
Action ✓
Timeframe ✓
Person Responsible ✓

Drive Technique

• Define Explain ✓✓
• Review Explain ✓✓
• Identify Explain ✓✓
• Verify Explain ✓✓
• Execute Explain ✓✓

[20 marks]

Question 2

Award 50% of the marks to the report on pay structures and 50% of the marks to the section on investment.
10 marks go to format and terminology usage, while 40 marks are allocated for relevant facts.

Report to arbitrator

Allocate 5 marks to each of the 3 rates that have been proposed. The learner must present a substantial argument demonstrating their understanding of the implications of each the increases.

Allocate 5 marks to the motivation of the final decision recommended.
[20 marks]

Investment Section

Allocate 1 mark each to any of 5 of the investment opportunities illustrated, provided they have an adequate description.

Allocate 3 marks to each of the risks mentioned where detailed strategies for minimizing or dealing with risks are provided.
[20 marks]