

# **Leisure Studies**

Advanced Subsidiary GCE

Unit **G182**: Unit 3: Leisure Industry Practice

## **Mark Scheme for June 2012**

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## Annotations

Annotation	Meaning
	Correct
	Wrong
	Level 1
	Level 2
	Level 3
	Not answered the Question – award 0 marks
	Repetition
	Benefit of doubt

Question			Answer	Marks	Guidance	
					Content	Levels of response
1	(a)		<ul style="list-style-type: none"> <li>Investors in People</li> <li>ISO 9000</li> <li>QUEST</li> <li>Charter Mark</li> <li>Customer Charter</li> <li>Customer Service Excellence</li> </ul>	2	Points marking  One mark for each correct identification up to a maximum of two identifications.	
	(b)	(i)	<ul style="list-style-type: none"> <li>Ongoing improvement to the service</li> <li>Increased focus on meeting customer needs</li> <li>Improved focus on customer service</li> <li>Better qualified and motivated staff</li> <li>Public recognition</li> <li>Better recognised approach to team management</li> <li>Improved staff morale</li> </ul>	4	Points marking  One mark for each correct identification of an advantage up to a maximum of two identifications, plus one further mark for each of two explanations.	
		(ii)	<ul style="list-style-type: none"> <li>Cost in terms of time to develop staff</li> <li>Working with no mistakes may be to difficult for staff so de motivate</li> <li>Everyone needs to be involved – some may choose not to</li> <li>Change in organisational culture</li> </ul>	4	Points marking  One mark for each correct identification of advantages and disadvantages up to a maximum of two identifications.	

Question		Answer	Marks	Guidance	
				Content	Levels of response
2	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>Data must only be obtained fairly</li> <li>Only relevant information should be asked of members/staff</li> <li>Information regarding members/staff should be stored securely, with limited access to that information</li> <li>Members/staff should be told what is stored about them</li> <li>Data must not be sold onto third parties</li> <li>Data should be wiped out after it is no longer necessary</li> </ul> <p>Levels of response marking</p> <p><b>Level 1: [1-3 marks]</b> The Data Protection Act (DPA) is a law designed to protect personal data stored on computers or in paper filing system. It does not stop companies storing information about people. It just makes them follow rules to make sure that the information is protected. Some data and information stored on a computer is personal and needs to be kept confidential. Surf's Up must ensure that it follows the rules and only uses data it needs, if not it may cause them problems, as staff or customers may not be happy with how it deals with information.</p>	10	<p><b>0 marks</b> No response or no response worthy of credit.</p> <p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes DPA. Information may be in the form of a list. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>Level 2: [4-6 marks]</b> Candidates will show an understanding of the question and include explanations of possible impacts of the DPA. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 3: [7-10 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact of the DPA. Candidate effectively discusses the positive and negative impacts of DPA. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p><b>Level 1: [1-3 marks]</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p><b>Level 2: [4-6 marks]</b> No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 3: [7-10 marks]</b> Identification/description implied assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p><b>Level 2: [4-6 marks]</b>            The Data Protection Act (DPA) is a law designed to protect personal data stored on computers or in paper filing system. It does not stop companies storing information about people. It just makes them follow rules to make sure that the information is protected. The Data Protection Act will impact on Surf's Up as it needs to ensure all staff are trained in the use of the Act, so this may cost time and money. Surf's Up also needs to have checks in place to make sure that the regulations are being followed – again this may take up someone's time and, therefore, prevents them doing other tasks. Although it does cost in terms of time and money, if Surf's Up do not follow the rules, it may get taken to court through legal action which may cost more in the long run.</p> <p><b>Level 3: [7-10 marks]</b>            The Data Protection Act (DPA) is a law designed to protect personal data stored on computers or in paper filing system. It does not stop companies storing information about people. It just makes them follow rules to make sure the information is protected. The data protection act is relevant to Surf's up as it obtains information on people who book courses, or take part in activities.</p>			

Question			Answer	Marks	Guidance	
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			<p>This information is collected and in doing so Surf's Up must only collect data it needs to allow the booking to take place. Although at the moment only JJ and Will work for Surf's Up, if it employs someone as a receptionist they need to make that person aware of the information that is been stored about them. The Data Protection Act will impact on Surf's Up as they need to ensure that all staff are trained in the use of the act, so this may cost time and money. Surf's Up also needs to have checks in place to make sure that the regulations are being followed – again this may take up someone's time and, therefore, prevents them doing other tasks. Surf's Up may also have to invest in additional storage facilities which can be locked such as a filing cabinet – which will cost money, but will allow information to be stored securely. Although it does cost in terms of time and money, if Surf's Up does not follow the rules, it may get taken to court through legal action which may cost more in the long run.</p>			

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)	<p><b>Loose surf board</b></p> <ul style="list-style-type: none"> <li>• Severity – 3/4</li> <li>• Consequence – bruises/knocked out</li> <li>• Action – safety training prior to surfing/all surfers to use a leash to the board</li> </ul> <p><b>Over exposure to the sun</b></p> <ul style="list-style-type: none"> <li>• Sunburn</li> <li>• Severity – 2/3</li> <li>• Consequence – if 5 death</li> <li>• Action – application of waterproof sunscreen prior to surfing</li> </ul>	6	<p>Points marking</p> <p>One mark for each correct identification up to a maximum of six identifications.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
3	(a)	<p>Impacts – indicative content:</p> <ul style="list-style-type: none"> <li>• giving people equal opportunities;</li> <li>• access – ramps, lifts, specialist equipment;</li> <li>• costs to change;</li> <li>• staff development and training.</li> </ul> <p>Levels of response marking</p> <p><b>Level 1-4 marks]</b> The DDA is to ensure that no person is discriminated against on the basis of disability. This means a disabled member of staff or a customer has the</p> <p>same rights as able bodied people. Surf's Up must make changes to its facility, where possible, to make sure that people with disabilities are able to get in, such as increasing access by adding ramps and lifts to the building, or providing specialist equipment. It may need to make a number of other modifications, which are seen as reasonable to ensure everyone is able to access the organisation. This may include changing things such as lowering the reception desk. All staff must understand the requirements of the legislation. Surf's Up also needs to consider things such as how it issues marketing materials – can materials be read by people with disabilities, do marketing materials come in other formats such as large print and Braille?</p>	8	<p><b>0 marks</b> No response or no response worthy of credit</p> <p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes DDA legislation for an organisation such as Surf's Up. Information may be in the form of a list of advantages and disadvantages. Candidates will include explanations of possible impacts which may be discussed with some success. The evaluation in the most part is accurate, if not a little underdeveloped.</p> <p>The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 2: [5-8 marks]</b> Candidate will show a clear understanding of the question and include detailed identification of main elements and impact of DDA legislation for Surf's Up. Candidate effectively discusses the advantages and disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p><b>Level 1: [1-4 marks]</b> List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p><b>Level 2: [5-8 marks]</b> Identification/description implied /assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>This may cost Surf's Up time and money.</p> <p><b>Level 2: [5-8 marks]</b>            In order to comply with the DDA Surf's Up must first all understand the requirements of the act. The DDA does throw up a number of problems for Surf's Up due to the nature of the service it offers, Unlike a traditional leisure facility, many of the activities offered are based in the outdoors and, therefore, need modifying in other ways. This may be having to look at specially adapted surf equipment. The impact of this on day to day activities is the increased cost for the organisation, which may reduce the money available to be invested in other areas. Along with physical access to the building, it could be access in terms of modifications made to allow someone to work at the organisation. If reasonable modifications are not made to the premises the organisation could be sued and required to pay compensation. This would then affect how people would view the organisation. Surf's Up then struggle to recruit staff or find that customers with disabilities choose to go elsewhere, due to the bad publicity of someone suing the organisation.</p>			

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)	<p>Benefits – indicative content:</p> <ul style="list-style-type: none"> <li>• ICT faster than paper based</li> <li>• A centralised overview can be taken</li> <li>• Information can be easily accessed to help improve management planning.</li> <li>• ICT can easily be updated</li> <li>• Can be accessed at multiple points</li> <li>• Provides information on demand</li> </ul> <p><b>Level 1: [1-3 marks]</b> Due to the greater speed and storage capacity most organisations chose to have a computerised based system. A computerised system will allow a huge amount of information to be stored together – details of costs, bookings, customers details; although a power cut would make this information inaccessible. If the organisation decided to change the process of activities this could be done at the touch of a button, rather than having to work it out by hand – saving time. The computer system would also mean that more than one member of staff could access the information at one time, and it would be safer than paper based information as security would be provided with passwords, etc.</p> <p><b>Level 2: [4-6 marks]</b> ICT systems are generally much faster to use as they can produce multiple copies</p>	10	<p><b>0 marks</b> No response or no response worthy of credit</p> <p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes paper based and/or IT based systems. Information may be in the form of a list of advantages. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>Level 2: [4-6 marks]</b> Candidates will show an understanding of the question and include explanations of the Strengths and/or weaknesses of both systems. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 3: [7-10 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the advantages and disadvantages of <b>each</b> system. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of</p>	<p><b>Level 1: [1-3 marks]</b> List – maximum 2 marks 2 identifications plus one description – 3 marks</p> <p>2 identifications and unsupported judgement – 3 marks</p> <p><b>Level 2: [4-6 marks]</b> No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 3: [7-10 marks]</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>of documents at any time, whereas paper based systems would take more time as it would all have to be hand done. The ICT system will have a firewall which would help to prevent unauthorised access, and prevent viruses entering the system. ICT systems also ensure restriction to different area of the system through password protection. Only allows authorised people to access the system at the level to which they are allowed – which would be useful as only Will and JJ could access all information. Another downside would be staff training. Most people can read and write; however, if using an IT based system, staff would have to be trained in its use, again costly in the short term, but once trained staff at Surf's Up should be able to use the system to provide accurate and up to date information to both customers and managers. Information used collected on the IT based systems could also be used to help other parts of the organisation, such as marketing – using customer details in a mail shot.</p> <p><b>Level 3: [7-10 marks]</b>            ICT systems are generally much faster to use as they can produce multiple copies of documents at any time, whereas paper based system would take more time as it would all have to be hand done. ICT systems would help Surf's Up store its information safely as the use of</p>		<p>concepts and principles using specialist vocabulary</p>	

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>passwords only allows authorised people to access the system, which can be updated on a regular basis. The ICT system would provide a back-up system. This ensures that if any major problem occurred the system is fully backed up and available for use. Paper based systems are much cheaper but not as easy to update, as they only require paper and pens, whereas an electronic system requires not only the hardware but also the time and money to train staff. Being such a small organisation a paper based system would be fine for the business, however, if to take full advantage of the Internet it should consider ICT based systems. Although the IT system will cost more initially, the benefits in the long run for the organisation would outweigh these. However, for an small organisation such as Surf's Up the impact of the sand may affect the running of the machine, and it may also be a cost that is unnecessary at this time so a straightforward paper based system may prove the most useful.</p>			

Question		Answer	Marks	Guidance	
				Content	Levels of response
4	(a)	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Experience</li> <li>• Enthusiasm of bosses</li> <li>• Intensive surf session</li> <li>• Range of Lessons</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of organisation</li> <li>• Over buying stock</li> <li>• Lack of marketing</li> <li>• Lack of business skills</li> <li>• No Market Research</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Legislation implications</li> <li>• Weather</li> <li>• Competition</li> <li>• Recession</li> </ul>	6	<p>Points marking</p> <p>One mark for each correct identification up to a maximum of six identifications.</p>	
	(b)	<p><b>Level 1: [1-4 marks]</b></p> <p>The marketing mix is made up of price, product, place and promotion, all of which have to work together to ensure success. Place is about the location of the product and how it can be accessed by customers. Surf's Up is well located on the coast, so has good access to the sea, although it has limited parking which may put people off visiting. It also has no website.</p>	8	<p><b>Level 1: [1-4 marks]</b></p> <p>Candidate identifies/describes place as part of the marketing mix for an organisation such as Surfs Up. Information may be in the form of a list of advantages and disadvantages. Candidate will include explanations of possible impacts which may be discussed with some success. The evaluation in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 1: [1-4 marks]</b></p> <p>List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p><b>Level 2: [5-8 marks]</b></p> <p>Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks.</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p><b>Level 2: [5-8 marks]</b> The marketing mix is made up of four elements – price, product, place and promotion which all have to work together. Place is the placing of your produce in a situation which allows maximum access to it by your customers, lines of distribution. This can be physical access as in a retail outlet or ICT based access such as availability on a website. In terms of place Surf's Up has a good location. It has excellent access to its primary resource, that of the sea. On the downside there is limited parking for people so this may put people off using the place as they may have to walk too far. It also has no presence on the Internet, most people would expect to find out about facilities by using the Internet, and this could be seen as a negative point for Surf's Up.</p>		<p><b>Level 2: [5-8 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation place as part of the marketing mix for such as Surf's Up. Candidate effectively discusses the advantages and disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p>
	(c)	<p><b>Level 1: [1-4 marks]</b> Promotion is a vital part of the marketing mix; one aim of a promotional technique is to make people buy the product or service. It needs to do a number of things in order to achieve this aim. Surf's Up could use more advertising. This would mean that more people would become aware of the product, so increasing the chance of them using the surf facility. Advertising could be done in-house in a simple way such as posters, which could be placed in the local area so would be cheap for it.</p>	10	<p><b>0 marks</b> No response or no response worthy of credit.</p> <p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes the point of promotion, it may be in the form of a list of promotional techniques and methods. There is little or no attempt to draw valid conclusions. .</p>	<p><b>Level 1: [1-4 marks]</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 4 marks</p> <p><b>Level 2: [5-8 marks]</b> No list – must be at least 'describe' Description only – 5 marks Explanation/analysis – 6 or 7 marks Evaluative comment (because.... means that....) – 8 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p><b>Level 2: [5-8 marks]</b> Surf's Up need to increase the number of visitors it gets during the colder months. In order to gain new customers it could look at advertising. It needs to make sure that the advertising is targeted to get the most from it. Advertising would be appropriate as it could produce it themselves which would keep the cost down and also make it easy for them to do. However, if Will &amp; JJ produce it themselves it may not look as good as it would if a professional produced it. It would also be easy to change and update; however, Surf's Up should look at advertising on a website which would get to a much wider audience, who could book if they were to visit the area.</p> <p><b>Level 3: [9-12 marks]</b> The best option for Surf's Up to increase usage of the centre during the quieter months. It could carry out promotion using advertising through a range of techniques and materials. By doing this it's able to target specific groups and ensure the marketing campaign covers a wide but suitable audience. Advertising is also a method which could be adapted to meet the needs of people, in the case of Surf's Up it allows it to keep the price down, and produce specific materials when necessary without having to rely on a professional. An advantage of advertising is that it is cheap, easy to do and provides flexibility as it can be</p>		<p><b>Level 2: [5-8 marks]</b> Candidate describe how specific promotional techniques can be used to benefit the organisation. Candidates will show an understanding of the question and include explanations related to a number promotional techniques that have an impact. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p><b>Level 3: [9-12 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of promotional techniques and the impact on Surfs Up. Candidate effectively draws valid conclusions about how the techniques benefit or cost Surfs Up. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	<p><b>Level 3: [9-12 marks]</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks An evaluation/judgement without overall conclusion/prioritisation – 11 marks With overall supporting conclusion 12 marks</p>

Question			Answer	Marks	Guidance	
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			updates. However, if a professional organisation is engaged to produce the materials, the cost could be substantial, although the end product could be superior to those produced by Will & JJ.			

Question		Answer	Marks	Guidance	
				Content	Levels of response
5	(a)	<p><b>Level 1: [1-3 marks]</b> An income statement is a financial statement which measures a company's financial performance over a specific period of time. It shows the revenue (income) and expenses of the organisation. It allows managers to determine whether the organisation is spending too much on particular costs, and whether they are making a profit. It is beneficial as Surf's Up can make future plans about the organisation according to the loss or the profit. Will &amp; JJ can compare the situation of the organisation with other organisations. It is also helpful when trying to get new investors for the company as they get an overview of the business.</p> <p><b>Level 2: [4-6 marks]</b> An income statement is a financial statement that measures a company's financial performance over a specific period of time. It is a summary of the organisation's profit or loss for the period. It records all revenues (income) as well as all expenses. It allows management and investors to monitor sales, costs and profits. If sales are falling or expenses increasing this will impact on profits and action will need to be taken in order to remedy the situation. Over time, the profit and loss account is beneficial when compared to previous</p>	6	<p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes the use of profit and loss accounts by organisations such as Surf's Up. Information may be in the form of a list of impacts. Candidates will include explanations of possible impacts which may be discussed with some success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 2: [4-6 marks]</b> Candidate will show a clear understanding of the question and include detailed identification of the use of profit and loss accounts by an organisation such as Surf's Up. Candidate effectively discusses the impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	<p><b>Level 1: [1-3 marks]</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p><b>Level 2: [4-6 marks]</b> No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		year's results as it can highlight trends and discrepancies which might require further analysis.			
	(b)	<p>Indicative Content:</p> <ul style="list-style-type: none"> <li>• No control on spending</li> <li>• Too much money in stock</li> <li>• Loss of credit terms with suppliers</li> <li>• Over-buying</li> <li>• Seasonal sales – limited in the winter</li> <li>• Access an issue so go elsewhere</li> <li>• Limited repeat business</li> <li>• Recession</li> <li>• Cost in comparison with other attractions</li> <li>• Competition near by</li> <li>• Expenditure higher than expected</li> </ul> <p><b>Level 1: [1-3 marks]</b></p> <p>Cash flow is the amount of money which flows into and out of and organisation. Surf's Up struggles with cash flow as it does not have year round sales, with more sales happening in the summer when there are more tourists and better weather, and it is much quieter at other times. Other reasons it has problems with cash flow is that the people running the business do not manage the business well, they do not make payments on time and buy too much of the same stock.</p>	6	<p><b>0 marks</b></p> <p>No response or no response worthy of credit.</p> <p><b>Level 1: [1-3marks]</b></p> <p>Candidate identifies/describes how cash flow impacts on an organisation such as Surf's Up. Information may be in the form of a list of impacts. Candidates will include explanations of possible impacts which may be discussed with some success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 2: [4-6 marks]</b></p> <p>Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact of cash flow on an organisation such as Surfs up. Candidate effectively discusses the impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p><b>Level 1: [1-3 marks]</b></p> <p>List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p><b>Level 2: [4-6 marks]</b></p> <p>Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks.</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p><b>Level 2: [4-6 marks]</b></p> <p>Cash flow is the amount of money which goes in and out of an organisation. Surf's Up struggles with cash flow for a number of reasons. It has a very irregular sales pattern, which means that it does not have a regular income, but a substantial amount at one point in the year, then a lot less when off-season. One of the partners in the business also buys stock without checking what they have. This ties money up in stock and prevents it being used for other things. Due to missing payments it also has had some credit terms reduced which means that it has to find money to pay on receipt of goods, rather than being able to spread the cost out. The impact of the recession may also be causing problems as people are spending less on leisure.</p>			
	(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• Financial Control</li> <li>• Help avoid overspending</li> <li>• Used to plan ahead</li> <li>• Reduce fraud</li> <li>• Motivation of staff</li> <li>• monitoring</li> </ul> <p><b>Level 1: [1-3marks]</b> A budget is a plan which outlines organisation's financial or operational goals. It is an action plan. It helps a</p>	10	<p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes budgets. Information may be in the form of a list of budget inclusions. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>Level 2: [4-6 marks]</b> Candidates will show an understanding of the question and include explanations of possible impacts of failing budget. The discussion in the most part is accurate</p>	<p><b>Level 1: [1-3 marks]</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p><b>Level 2: [4-6 marks]</b> No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>business allocate resources, evaluate performance, and formulate plans Budgets are used to help the financial control of businesses. They provide a plan for future operations within a facility. Budgets allow organisations to monitor their cash flow and avoid possible financial difficulties.</p> <p><b>Level 2: [4-6marks]</b> Budgets could also be used by Surf's Up to control its cash flow, ensuring that no one within the organisation overspends by comparing actual figures with budgeted figures. This would allow it to ensure it does not have too much money tied up in stock as Surf's Up does now. This also allows it to plan for major changes within the organisation. Knowing the exact state of its budgets, and being in control of them, allows Surf's Up to take advantage of opportunities that it might otherwise miss. It needs to be in control so it can react to the competition which has been established.</p> <p><b>Level 3: [7-10 marks]</b> Budgeting is a management tool for controlling and effecting change in an organisation such as Surfs Up. Budgeting would force Surf's Up to think ahead and plan, without budgeting they may work on a day-to-day basis, which may happen in this presently very laid back business, without anticipating what</p>		<p>and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 3: [7-10 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact of incorrect budgeting. Candidate effectively discusses the positive and negative impacts of budgeting. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	<p><b>Level 3: [7-10 marks]</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>the future may bring. With this planning and coordination, it would mean that all aspects of Surf's Up would be working together in order to achieve the organisation's aims rather than pulling in different financial directions. Budgets and forecasts could be used by Surf's Up to find funding, which it needs to update the building. It could demonstrate the potential of business to investors and lenders. Although budgets are positive in many ways, they also have limitations. External influences may affect the budget, should an unpredictable event occur this may affect the outcome of the budget. Should the initial objectives for the organisation be overambitious, then the budgeting which follows on from this may have little or no value. Lack of skill and knowledge in setting up the initial budget may mean that the business is working with incorrect information from the outset. Budgets are vital for the financial well being of an organisation, and can be best used in conjunction with other financial documents. Budgeting allows an organisation to have a measure of financial control and it is a tool from which it finances can be measured on an ongoing basis.</p>			
	(d)	<p>Indicative Content</p> <ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Attendance numbers</li> </ul>	8	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes methods of monitoring for an organisation such as Surfs Up. Information may be in the form of a list of advantages and</p>	<p><b>Level 1: [1-4 marks]</b> List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<ul style="list-style-type: none"> <li>• Income figures</li> <li>• Ticket sales</li> <li>• Correlation between trial and full lessons</li> <li>• Repeat visits</li> <li>• Customer complaints</li> </ul> <p><b>Level 1: [1-4 marks]</b> In order to monitor and evaluate success of surfing lessons Surf's Up could do some simple things such as counting the number of people attending and see if it is hitting the target it has been set. In order for Surf's Up to see if the surfing lessons have been successful they could monitor attendance levels and see when the levels increase and decrease, and then look at why this is. It can then take action to counteract weaker times. Surf's Up, like any leisure organisation, could be monitoring customer feedback. It could undertake customer surveys to see what customers think. It also needs to look at other factors such as the weather and how this changes things.</p> <p><b>Level 2: [5-8 marks]</b> Surf's Up could monitor and evaluate the success of group sales using both qualitative and quantitative methods. It could look at ticket sales and compare these to target, and also look at income figures to see if income has been increasing.</p>		<p>disadvantages. Candidate will include explanations of possible impacts which may be discussed with some success. The evaluation in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 2: [5-8 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation suitable monitoring methods for organisations such as Surfs Up. Candidate effectively discusses the advantages and disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>discussion – up to 4 marks</p> <p><b>Level 2: [5-8 marks]</b> Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks.</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>Surf's Up like any leisure organisation could be monitoring customer feedback by using both qualitative and quantitative methods, as one focuses on opinions and feelings, the other is shown through numbers. It could do customer surveys to see what customers think. This could be quite cheap if done in the facility; however, it may inconvenience the customer who just wants to go home. Also often people do not always give truthful answers if asked questions face to face. Another way of monitoring this would be to review the number of repeat customers – perhaps through the use of a questionnaire or exit service. If people are coming back it is likely they are happy with the service and the sessions could be seen as a success. Customer complaints could be monitored to see if these go down. It also needs to look at other factors such as the weather and how this changes things, had it been a wet summer the attendance may have changed – but more the weather or other external factors. In order to effectively monitor and evaluate the success of its operation, Surf's Up should use a range of methods, both qualitative and quantitative. This would allow the best possible holistic view to be taken, from which appropriate decisions could be made.</p>			

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