

# **Leisure Studies**

Advanced GCE

Unit **G184**: Unit 5: Human Resources in the Leisure Industry

## **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)		<p><b>Part-time</b> A part time worker is a worker who works under 35 hours per week. There is no specific number of hours that makes someone part-time.</p> <p><b>Seasonal</b> A seasonal worker is a worker who works for only a specific period of the year, usually to meet increased demand.</p>	2	<p>Points marking.</p> <p>Award one mark for each correct identification up to a maximum of two identifications.</p>	
1	(b)	(i)	<p>Stage 1 – Oral Warning Stage 2 – First Written Warning Stage 3 – Final Written Warning Stage 4 – Dismissal/Suspension</p>	4	<p>Points marking.</p> <p>Award one mark for each correct identification up to a maximum of four identifications, <b>but must be in correct sequence.</b></p>	
1	(b)	(ii)	In the case of the girl stealing from the till, this would be classed as gross misconduct, and, therefore, Shaun was able to dismiss her without going through the stages of dismissal.	2	<p>Points marking.</p> <p>Award up to a maximum of two marks. <b>Do not</b> accept stole money. Looking for 'gross misconduct' or 'broken the law/something illegal' for full marks.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
2	(a)	<p><b>Level 1 [1-4 marks]</b> Maternity leave is the amount of time a female is allowed of before and after the birth of a child. Paternity leave is the amount of time the father of the child is entitled to on the birth of a child. Paternity leave presently stands at two weeks of paid leave for fathers. Paternity leave will cause an issue for Spring Hill as it will have to get additional cover in to cover the time the greenkeeper is away.</p> <p><b>Level 2 [5-8 marks]</b> Maternity leave is the amount of time a female is allowed of before and after the birth of a child. Paternity leave is the amount of time the father of the child is entitled to on the birth of a child. This is also true for people who adopt children, as they are entitled to the same amount of time. Paternity leave presently stands at two weeks of paid leave for fathers. Not only will Spring Hill have to cover the paternity cost, but may also have to pay for a member of staff to cover the time period that the greenkeeper is away. Another downside of paternity leave is that whilst they are away. The cover may not know the position as well and the level of customer service may slip during that time. Paternity and Maternity leave are two areas of law that have undergone significant changes in the last few years and Spring Hill needs to be</p>	8	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes how Paternity leave impacts on an organisation such as Spring Hill. 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: [5-8 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of how Paternity leave impacts on an organisation such as Spring Hill. 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: [1-4 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
		aware of these changes so it does not discriminate against people, and have legal action taken against it.			
2	(b)	<p><b>Level 1: [1-3 marks]</b> Recruiting internally means that Spring Hill is advertising to a limited number of people in organisation itself, and may not find a suitable candidate as there may not be a member of staff with the necessary skills. However, people already employed by the organisation may show more commitment to the organisation so may prove to be an asset to the organisation. Recruiting within the organisation will also mean that costs will be kept down.</p> <p><b>Level 2: [4-6 marks]</b> Recruiting internally has many limitations, such as a limited number of people in organisation, who may not be suitable as there may have insufficient skills, so a suitable person may not be available. Being a small organisation there also may be great competition between staff for the position. On the plus side relocation not an issue for any staff, and travelling is not an issue as the staff are already travelling there. Staff have knowledge of the organisation and its reputation, and want to already work there, and know how things operate.</p>	10	<p>Levels of response marking.</p> <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 internal advertising. Information may be in the form of a list of advantages and disadvantages. 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> Candidate discusses a number of strategies. Candidates will show an understanding of the question and include explanations of possible impacts of internal advertising. 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 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><b>Level 3 [7-10 marks]</b>            Recruiting internally has a number of advantages and disadvantages for Spring Hill. Advertising internally is a cheap method of advertising and also means that the time taken to recruit staff could be much quicker than that of external advertising. Internal advertising also means that Spring Hill is aware of the staff and how capable they are, and if they have any problems. Recruiting internally may also be faster than externally as the field of people is already known and shortlisting and interviews can be arranged faster. A disadvantage of only recruiting internally is that it only has a limited group of people to advertise to, so may struggle to find the staff with the appropriate skills set. Overall as the advert is to cover for a maternity leave and is only to be a temporary period of time, so it is probably more suitable to try and recruit internally.</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 promotion strategies. Candidate effectively discusses the features of internal advertising. 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
2	(c)	<p><b>Level 1 [1-4 marks]</b> The person specification includes information as to the type of person who would be most suited to the job role. It looks at skills, qualities and experience that a person may have. It could be used in the selection process as it could be used to help shortlist the people for the interview stage. This could be done by matching the applicants to the person specification and the ones who match the closest would be asked to interview.</p> <p><b>Level 2 [5-8 marks]</b> The person specification includes information as to the type of person who would be most suited to the job role. It looks at skills, qualities and experience that a person may have. It could be used in the selection process as it could be used to help shortlist the people for the interview stage. This could be done by matching the applicants to the person specification and the ones who match the closest would be asked to interview. During the interview stage the person specification could be used as a point to measure peoples' performance against. However, the person specification will only produce appropriate results if it is produced correctly in the first place. When carrying out the job analysis stage the staff producing the person specification should ensure it meets the</p>	8	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes the Person Specification. Information may be in the form of a list of the key elements of it. Candidates will include explanations of possible use of it 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: [5-8 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of how the person specification could be used by an organisation such as Spring Hill. Candidate effectively discusses the use of the document. 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
		job needs. This aids in the selection process as it is more likely more appropriate people will apply if it is well thought through and the requirements clear. The person specification has a significant role to play in the selection process as it forms the backbone of the criteria used, both essential and desirable, and allows an evaluation to be made against them. It is a very useful tool, and could be used from the first stages of recruitment to the final stages of selection.			
2	(d)	<p><b>Indicative Content</b></p> <ul style="list-style-type: none"> <li>• Contact Information</li> <li>• Closing Date</li> <li>• Salary</li> <li>• Job Location</li> <li>• Job Role</li> <li>• Job Responsibilities</li> <li>• Responsible for</li> <li>• Responsible to.</li> </ul> <p><b>Level 1: [1-4 marks]</b> A job advertisement is the first point of contact for a prospective employee to an organisation. The job advertisement should provide the necessary information to encourage people to take it further and collect an application pack. The job advertisement also needs to show the necessary information such as role and responsibilities and contact information.</p>	8	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes a job advertisement. Information may be in the form of a list of the key elements of it. Candidates will include explanations of possible use of it 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</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>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>Without any of the major details people will be unable to make the decision as to whether to apply or not. The job advertisement must also be placed in suitable places so people will see it.</p> <p><b>Level 2: [5-8 marks]</b>  A job advertisement is one of the main pieces of recruitment documentation. It is the job advertisement that encourages people to look into working for the organisation. However, the job advertisement must also be placed in a place where it will be seen by people, no matter how good the advertisement is, if it is in a location where it cannot be seen it does not matter how good it is. The job advertisement also must contain all of information a potential employee needs in order to make a decision about applying or not. This should include job role and responsibilities, location, salary, contact details and closing date.  <b>Contact Information</b> So the prospective employee knows where to contact the organisation to collect further information  <b>Closing Date</b> So the prospective employee knows when they have to have their application completed by.  <b>Salary</b> This allows the prospective employee to understand how much money is attached to the position, and whether or not it is in the salary scale appropriate to them.  <b>Job Location</b> This allows the</p>		<p>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 of how the key elements of a job advertisement could be used by an organisation such as Spring Hill. Candidate effectively discusses the use of the document. 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 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>

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			prospective employee an understanding of where the organisation is situated so they can see if the location is suitable or not. However the job advert is very brief and only contains the key points. It is more useful when used in conjunction with other documents such as the person specification and other further information about the organisation.			

Question		Answer	Marks	Guidance	
				Content	Levels of response
3	(a)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• Ensure staff do not work unduly long hours</li> <li>• Average week limited to 48 hours</li> <li>• Average daily working limit of 8 hours</li> <li>• Weekly rest periods</li> <li>• Daily rest periods</li> <li>• Rest breaks at work</li> <li>• Paid annual leave</li> <li>• Specific provision for 16-18 year olds</li> <li>• Workers can opt out of arrangements</li> <li>• Impact on opening hours – dependent on staff</li> <li>• A requirement to offer health assessments to night workers.</li> </ul> <p><b>Level 1: [1-4 marks]</b> The Working Time Directive is a piece of legislation that is there to ensure staff do not work unduly long hours, which is an issue in the leisure industry. Staff should not work more than an average week limited to 48 hours, and should have weekly and daily rest periods. Spring Hill could face legal action if it fails to abide by these regulations.</p> <p><b>Level 2: [5-8 marks]</b> The Working Time Directive places a limit on average weekly working time to</p>	8	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes the Working Time Directive. Information may be in the form of a list of key requirements of the Act. 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: [5-8 marks]</b> Candidate discusses the Working Time Directive. Candidates will show an</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.</p>

Question		Answer	Marks	Guidance	
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		<p>48 hours – upper limit, although individuals can choose to work longer. This means that organisation such as Spring Hill may have to employ more staff to ensure all the working hours are covered. This would prove a problem if someone phoned in sick, as the organisation would have to have a pool of staff to call on. This would cost the organisation time and money – initially through recruitment of additional staff, but also through training as the additional staff may need to be trained in order to do the job. Using a number of staff also means that quality may be variable as consistency is generally easier to maintain with a smaller team. The Working Time Directive should mean that the staff are happier and have a more scheduled week of work. However, it may prove costly to the organisation. Breaking this regulation could lead to having legal action taken against it. Another issue is that Spring Hill is employing Shaun who may need treating differently in terms of hours to other staff, and may need his position in the organisation clarifying.</p>		<p>understanding of the question and include explanations of the effect of the Working Time Directive. 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>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	
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3	(b)	<p><b>Level 1 [1-4 marks]</b>            Induction is the period of time used to introduce an individual to a new organisation. Inductions are used so the person settles in quickly and can do their job more efficiently, and therefore productivity does not decrease. Induction has a range of key areas such as an induction to Health and Safety. This includes fire evacuation procedures so the new employee can get themselves, customers and other staff out in an emergency. Now also includes what to do in a bomb threat. An induction makes the new members of staff of Spring Hill feel more comfortable and happy with their job and are more likely to stay with the organisation. They are also more likely to be able to do their job effectively, which also benefits the organisation.</p> <p><b>Level 2 [5-8 marks]</b>            An induction is the introduction for a new employee to the organisation. Inductions are used so the person settles in quickly and can do their job more efficiently, and therefore productivity does not decrease. An induction has several key areas such as:</p> <p><b>Job</b> This is an introduction to the specific job the person is doing, where they will</p>	8	<p><b>Level 1: [1-4 marks]</b>            Candidate identifies/describes the induction process. Information may be in the form of a list of key requirements of the Act. 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: [5-8 marks]</b>            Candidate discusses the induction process. Candidates will show an understanding of the question and include explanations of the effect of an induction process. 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</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	
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		<p>work, what the key roles and responsibilities they have etc.</p> <p><b>Health and Safety</b> This includes fire evacuation procedures so the new employee can get themselves, customers and other staff out in an emergency. Now also includes what to do in a bomb threat.</p> <p><b>Personal</b> This is to ensure the individual feels comfortable and knows where the toilets, canteen etc are. About the individual.</p> <p><b>Organisational</b> This element looks at the organisation as a whole, what is the mission, the aims, the culture of the organisation and how that individual will contribute to this overall plan.</p> <p>This method of training is useful to members of Spring hill staff as it makes them aware of how these key areas operate. They, therefore, feel happier and staff motivation is high. It also allows staff to do their job effectively and, therefore, feel valued. As the organisation provides this they also feel that the organisation values them and again should generate greater commitment to the organisation. Inductions are good for both the organisation and individuals as both benefits.</p>		with some use of specialist vocabulary.	

Question		Answer	Marks	Guidance	
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3	(c)	<p><b>Indicative Content</b></p> <ul style="list-style-type: none"> <li>ensures a flexible, skilled workforce</li> <li>could improve operational practice</li> <li>ability to use various ICT systems at spring hill, improving efficiency and staff motivation</li> <li>knowledge and skills of new software/or programmes that spring hill could benefit from</li> <li>efficient use of ICT saves time and money</li> <li>could lead to a more efficient service, better reputation etc</li> <li>could give spring hill a competitive edge</li> <li>means of professional development which could improve motivation and staff retention.</li> </ul> <p><b>Level 1: [1-4 marks]</b> Staff should have staff training and development throughout their working life in order to maintain and improve their skills. This can be done in a number of ways, both on and off the job, but IT can also be used as a key feature of training and development. It can be used in very traditional training methods such as the use of CD's and Power Point to illustrate points in a training session. However, due to the nature of the industry they are in, technology can be used in other ways to improve staff skills. Staff could use</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 the use of IT as a method of training and development. Information may be in the form of a list of ways. 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>

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		<p>the machines in the gym themselves to get to know them so they can understand how they operate and what it feels like to be a customer. This means staff have a clear idea of what customers need. They can also train on machines specific to the organisation – so the training will be valuable, although this may not be able to be transferred should the member of staff leave.</p> <p><b>Level 2: [5-8 marks]</b> Staff should have staff training and development throughout their working life in order to maintain and improve their skills. Training of employees can, and should, be provided in a targeted way; giving staff the relevant skills that they need to execute their role efficiently and effectively. Things change and staff have to be able to change with them to ensure they still meet the needs and expectations of their customers. However, due to the nature of the industry they are in technology can be used in other ways to improve staff skills. Staff could use the machines in the gym themselves to get to know them so they can understand how they operate and what it feels like to be a customer. Staff are more likely to utilise the features of the equipment and give improved customer service while providing a superior experience for customers, having used it themselves. It is a more</p>		<p><b>Level 2: [5-8 marks]</b> Candidate describes the suitability of IT as a method of training and development. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. 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 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>

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			<p>informal way of training staff, who may be more motivated due to this.</p> <p>This is also true of the booking system where they will be able to offer customers accurate information and a higher level of information, including details about stock, availability and product features. Using IT is a positive way of training staff, although as technology moves on, training needs to be an ongoing programme.</p>			

Question		Answer	Marks	Guidance	
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3	(d)	<ul style="list-style-type: none"> <li>• Improved productivity and profitability</li> <li>• Skilled and motivated people work harder and better improving productivity</li> <li>• Customer satisfaction</li> <li>• IIP is central to staff becoming customer focused, enabling organisations meet customers needs</li> <li>• Improved motivation</li> <li>• Motivation is improved through employees greater involvement, this leads to higher morale</li> <li>• Reduced wastes and costs</li> <li>• Skilled and motivated people examine their work to contribute to reducing waste.</li> </ul>	2	<p>Points marking</p> <p>Award one mark for each correct identification, up to a maximum of two identifications.</p>	

Question		Answer	Marks	Guidance	
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4	(a)*	<p><b>Indicative Content</b></p> <ul style="list-style-type: none"> <li>• management style</li> <li>• non financial awards</li> <li>• job enlargement, job rotation, job enrichment</li> <li>• teamwork, multi-skilling, quality circles,</li> <li>• empowerment</li> <li>• management by objectives.</li> </ul> <p><b>Level 1 [1-3 marks]</b> Motivation is what gives an individual an incentive for action. Individuals are not the same, therefore, it is unlikely that any two people could have be motivated in the same way, what motivates one individual may not motivate another – so everyone should be viewed individually.</p> <p><b>Level 2 [4-6 marks]</b> Staff need to feel that what they are doing is worthwhile. For all staff job enlargement would be good as it ensures that they do more things, and reduce boredom. The down side maybe that they then may become more bored with lots of elements of the job rather than just one. However, it would make them more multi-skilled which is beneficial to the organisation. The use of teamwork would also help – it would create good communication, and foster good relationships.</p>	10	<p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes motivational techniques. There is little or no attempt to discuss, and may be a list of techniques. 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> Candidate discusses the motivational techniques. Candidates will show an understanding of the question and include explanations of the effect of the different methods. 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 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	
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			<p><b>Level 3 [7-10 marks]</b>            Job enlargement, allowing staff to do more tasks, rather than specialising in one area, may reduce the overall boredom factor, whilst providing multi skilled individuals who may improve the service on offer to customers.            However, they must consider if Shaun would take on these extra tasks without additional authority – as this may demotivate him as he may see it as changing little. The most appropriate motivational technique for Shaun would be empowerment, allowing him to have the responsibility for decision making and providing the backing for him, therefore, this should be combined with management style, with Chris and Steve allowing him the freedom to make his own decisions.</p>		<p><b>Level 3: [7-10 marks]</b>            Candidate will show a clear understanding of the question and include detailed identification and explanation the different motivational techniques. Candidate effectively discusses the features of motivational techniques. 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>
4	(b)		<p><b>Peer appraisal</b></p> <ul style="list-style-type: none"> <li>• May be a conflict of interest</li> <li>• Conflict</li> <li>• May not be honest</li> <li>• May not produce feedback of suitable standard</li> <li>• Feedback may be more accurate as working with individual</li> <li>• Reporting may be inconsistent</li> <li>• Appraisals may not be as frequent or organised as before.</li> </ul>	10		

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p><b>Self appraisal</b></p> <ul style="list-style-type: none"> <li>• May not be honest</li> <li>• May not be self critical</li> <li>• May find it hard to praise themselves</li> <li>• May lack value to individual.</li> </ul> <p><b>360° appraisal</b></p> <ul style="list-style-type: none"> <li>• Conflict</li> <li>• Undermines confidence</li> <li>• May not be honest</li> <li>• May not feel comfortable in position of appraiser.</li> </ul> <p><b>Level 1: [1-3 marks]</b> An appraisal is an identification of your progress and development needs. It is usually done at least once a year. It is most commonly done in a meeting with your line manager but it could also be a done through a self-appraisal, 360° appraisal or a peer appraisal.</p> <p><b>Level 2: [4-6 marks]</b> Self-appraisal is one method that could be used, however the staff member may not be honest and self-critical. This would result in inaccurate findings. Staff may also find it hard to praise themselves, again resulting in poor findings. A peer appraisal may not be honest as someone may give a friend a better appraisal than they should get. As this person is not fully trained it may not</p>		<p><b>Level 1: [1-3 marks]</b> Candidate identifies/describes how an appraisal system can work. Information may be in the form of a list of ways.</p> <p><b>Level 2: [4-6 marks]</b> Candidate describes how the appraisal systems can help staffing at Spring Hill. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable</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>produce feedback of a suitable standard and may result in spending money on training that is not needed. However, feedback may be more accurate as working with an individual, and they may know the job better than a line manager who is distant to the job.</p> <p><b>Level 3: [7-10 marks]</b> Self-appraisal is one method that could be used, this is when a staff member does their own appraisal. The staff member may not be honest and self critical, and believe they are doing better than they are. This would result in inaccurate findings. Staff may also find it hard to praise themselves as many people find it hard to say good things about themselves, again resulting in poor findings. When an individual does their own appraisal they may not value it and fail to give it the correct amount of thought and attention. A peer appraisal is where a colleague does the appraisal. It may not be honest as someone may give a friend a better appraisal than they should get. As this person is not fully trained it may not produce feedback of a suitable standard and may result in spending money on training that is not needed. However, feedback may be more accurate as working with individual, and they may know the job better than a line manager who is distant from the job.</p>		<p>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 a number of methods of appraisal. Candidate effectively draws valid conclusions about these different methods. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence.</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
5		<p><b>Indicative Content</b></p> <ul style="list-style-type: none"> <li>Economic climate affects the supply of and demand for labour, both locally and nationally</li> <li>High demand for labour might result in an increase in salaries, wages and perks in order to attract staff at all levels</li> <li>Economy affects disposable income, a rise increases spending on leisure, a fall a decrease</li> <li>Golf seen as an expensive hobby.</li> </ul> <p><b>0 marks</b> No response or no response worthy of credit.</p> <p><b>Level 1: [1-4 marks]</b> Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. Human resource planning allows them to take into account issues such as the economic climate, skills shortage, location issues and consumer trends in order to:</p> <ul style="list-style-type: none"> <li>Assess future recruitment needs</li> <li>Anticipate and possibly avoid redundancies</li> <li>Formulate training programmes</li> <li>Develop a promotion and career development policy including succession planning</li> </ul>	12	<p><b>Level 1: [1-4 marks]</b> Candidate identifies/describes how the economy can affect human resource planning. Information may be in the form of a list of ways. 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 – 3 marks No list – must be at least ‘describe’ Description only – 4 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<ul style="list-style-type: none"> <li>Keep staff costs to a minimum to be competitive.</li> </ul> <p><b>Level 2: [5-8 marks]</b> The economy, if weaker due to the recession, may result in high unemployment levels in the region. As a result of this, Spring Hill may have look at the number of staff it employs, and possibly have to make redundancies as the number of members at the club is declining. Falling and rising interest rates will have an effect on costs, therefore, it might impact on the finance available for labour cost and training. The changes in interest rates may also affect the amount of disposable income available to customers – as these rise disposable income is reduced and luxuries such membership of facilities such as Spring Hill. However, with more people having access to the facility through ‘Pay and Play’ scheme, the number of users could increase, therefore, Spring Hill may have to employ more staff and, therefore, may have to recruit more staff.</p> <p><b>Level 3: [9-12 marks]</b> Uncertainty in the economy might lead to a more flexible workforce being employed, changing the methods of employment used at Spring Hill, allowing it to increase and decrease the number of staff to match with demand for the</p>		<p><b>Level 2: [5-8 marks]</b> Candidate describes how the economy at both a national and local level might affect human resource planning at Spring Hill. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. 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 key economic issues that may effect Spring Hill. Candidate effectively draws valid</p>	<p><b>Level 2: [5-8 marks]</b> Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks 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</p> <p><b>Level 3: [9-12 marks]</b> With overall supporting conclusion – 9/10 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>services on offer at the golf course. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. As customer numbers rise and fall, the number of staff may rise and fall. With the economy in a weak position people may decide that membership of the golf club would be a luxury and therefore may chose not to do it. The impact of this is less staff needed to provide services and so staffing would need to be reduced. Due to changes in the economy, staff may choose to work elsewhere so it might need to improve their remuneration packages to attract staff to Spring Hill. However, if the economy is weaker, people tend to stay in jobs they already have. Falling and increasing interest rates will have an effect on costs; therefore, it might impact on finance for labour costs and training. Uncertainty might lead to a more flexible workforce being employed, changing the methods of employment used at Spring Hill. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers.</p>		<p>conclusions about national and local impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately.</p>	

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