

Leisure Studies

Advanced GCE A2 H528

Advanced Subsidiary GCE AS H128

Mark Schemes for the Units

June 2009

H128/H528/MS/R/09

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CONTENTS

Advanced GCE Leisure Studies (H528)

Advanced Subsidiary GCE Leisure Studies (H128)

MARK SCHEMES FOR THE UNITS

Unit/Content	Page
G182 Leisure industry practice	1
G184 Human resources in the leisure industry	17
Grade Thresholds	35

G182 Leisure industry practice

Question	Expected Answer	Additional Guidance
<p>1 (a) State the three key principles of the IIP quality system.</p> <p>[3 marks] [3*1]</p>	<p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Acceptable points include:</p> <ul style="list-style-type: none"> • plan (✓) • do (✓) • review (✓) 	<p>Accept suitable alternatives for the points</p> <ul style="list-style-type: none"> - action to improve (do) - commitment to programme (do) - evaluation (review)
<p>1 (b) State three possible difficulties that <i>Holbeck</i> may have in achieving this quality system.</p> <p>[3 marks] [3*1]</p>	<p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Acceptable points include:</p> <ul style="list-style-type: none"> • senior management are not seen to be committing themselves (✓) • too little time allocated (✓) • insufficient resources allocated (✓) • follow up's do not happen (✓) • briefings are poor (✓) • staff input ignored (✓) • not enough planning ahead of implementation (✓) • even with training performance does not necessarily improve (✓) 	<p>Accept monetary costs of achieving quality system</p> <p>Accept seasonal staff</p> <p>Accept reference to any level of staff not being committed</p>

Question	Expected Answers	Additional Guidance
<p>1 (c) Outline four advantages to <i>Holbeck</i> of an electronic stock control system.</p> <p>[8 marks] [4*2]</p>	<p>One mark for each correct identification up to a maximum of four identifications plus up to a further one mark for each of four developments.</p> <p>Acceptable points include:</p> <p><u>Advantages:</u></p> <ul style="list-style-type: none"> • stock movements can be tracked (✓) • easy to upgrade electronic system (✓) • customer satisfaction can be increased (✓) • transport costs can be minimised (✓) • inventories are accurate (✓) • money not tied up in unnecessary stock (✓) • storage space can be minimised (✓) • up to date management information (✓) <p><u>Possible development points:</u></p> <ul style="list-style-type: none"> • the stock is listed when it is put into electronic system and can be followed until it is sold in the shop (✓). • each item is listed within the electronic system and is recorded as being there until it is sold at one of the facilities electronically recorded outlets (✓). 	

Question	Expected Answer	Additional Guidance
<p>2 (a) What is meant by each of the following terms associated with risk assessment?</p> <p>[2 marks] [2*1]</p>	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Risk Uncertainty about outcomes of an action (✓).</p> <p>Hazard Something that can cause harm (✓).</p>	<p>Risk -accept 'probability', 'chance'</p>
<p>2 (b) The risk assessment process is made up of a number of key stages.</p> <p>Identify four of these stages.</p> <p>[4 marks] [4*1]</p>	<p>One mark for each correct identification up to a maximum of four identifications.</p> <p>Acceptable points include:</p> <ul style="list-style-type: none"> • identify the hazards (✓) • identify who might be harmed (✓) • evaluate the risks and decide whether existing precautions are adequate (✓) • record your findings (✓) • review your assessment and revise as necessary (✓) • probability of occurrence (✓) • severity (✓) • measures to reduce risk (✓) 	<p>Accept the stages in any order</p> <p>Accept risk rating</p>

Question	Expected Answer	Additional Guidance
<p>2 (c) Analyse how the Health and Safety at Work Act could impact on a leisure organisation such as <i>Holbeck</i>.</p> <p>[6 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate identifies elements of the HSWA but in a limited manner.</p> <p>Level 2: (3-4 marks) The candidate applies general impacts of the HSWA on the leisure industry, but does not cover all three areas of the Act.</p> <p>Level 3: (5-6 marks) The candidate analyses the HSWA to Holbeck and makes direct links to the Act and implications for the organisation.</p> <p>Indicative content: Employers duties:</p> <ul style="list-style-type: none"> • provide plant and equipment that is not a risk to health • ensure that work systems and practices are safe • ensure work environment regularly monitored • safe storage for substances that may be threat to health • provide written statement of safety policy • provide information and training to employees. <p>Employees duties:</p> <ul style="list-style-type: none"> • take reasonable care to avoid injury to themselves and others • co-operate with their employers and outside bodies to ensure safety • not interfere or misuse equipment that is provided to ensure health and safety. 	<p>Guidance – HSWA covers both employers and employees and the enforcement of the act. The candidate should demonstrate their ability to draw from at least two of these areas in relation to operation practices.</p> <p>Accept reference to the consequences of not following the HSWA</p>

Question	Expected Answer	Additional Guidance
2 (c) continued	Enforcement: <ul style="list-style-type: none">• enforced by Health and Safety Executive• inspectors can issue prohibition or improvement notice• inspector has power to seize anything that is imminent danger	

Question	Expected Answer	Additional Guidance
<p>2 (d) Evaluate the implications of the Data Protection Act for a leisure organisation such as <i>Holbeck</i>.</p> <p>[8 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate identifies elements of the Data Protection Act but in a limited manner.</p> <p>Level 2: (3-4 marks) The candidate applies general impacts of the Data Protection Act on the leisure industry, but does not make direct links to the case study.</p> <p>Level 3: (5-6 marks) The candidate analyses the Data Protection Act in relation to <i>Holbeck</i> and makes direct links to the act and implications for the organisation.</p> <p>Level 4: (7-8 marks) The candidate demonstrates developed assessment/judgement of the implications of the Data Protection Act to an organisation such as <i>Holbeck</i>, identifying implications at various levels – general staff/management.</p>	

Question	Expected Answer	Additional Guidance
2 (d) continued	Indicative content: <ul style="list-style-type: none">• personal data shall be processed fairly and lawfully• personal data shall be obtained only for one or more specified and lawful purposes• personal data shall be adequate, relevant and not excessive• personal data shall be accurate and, where necessary, kept up to date• personal data processed for any purpose or purposes shall not be kept for longer than is necessary• personal data shall be processed in accordance with the rights of data subjects under this Act• appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing.	

Question	Expected Answer	Additional Guidance
<p>3 (a) Identify two:</p> <ul style="list-style-type: none"> • Weaknesses • Opportunities • Threats. <p>which are likely to affect <i>Holbeck</i>.</p> <p>[6 marks] [6*1]</p>	<p>One mark for each correct identification up to a maximum of six identifications.</p> <p>Weaknesses (internal):</p> <ul style="list-style-type: none"> • physical location (✓) • limited target market (✓) • low staff turnover – limited new ideas (✓) • seasonality (✓) <p>Opportunities (external):</p> <ul style="list-style-type: none"> • expand into other markets (✓) • expansion into new areas (✓) • online booking (✓) <p>Threats (external):</p> <ul style="list-style-type: none"> • changing demographic pattern (✓) • competition (✓) • DDA implications (✓) 	<p>Accept Weaknesses - cash flow problems, new exhibitions only every two years, lack of public transport</p> <p>Opportunities - sponsorship, use of new technology if related to museums, development of new attractions, improve transport to museum</p> <p>Threats - funding being decreased, current economic climate, home based leisure, school curriculum, decline in visitor numbers</p>

Question	Expected Answer	Additional Guidance
<p>3 (b) Discuss the current marketing mix of <i>Holbeck</i>.</p> <p>[8 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate demonstrates knowledge and understanding for each of the elements of the marketing mix by being able to state all the elements as – product, price, place, and promotion.</p> <p>Level 2: (3-4 marks) The candidate demonstrates understanding through a description of elements of the marketing mix.</p> <p>Level 3: (5-6 marks) The candidate draws on their own research appropriately to develop their response by way of explanation and analysis of the operation of the elements of the marketing mix, making some (if only limited reference) to how each element is made up eg Product/brand; place/chain of distribution; price/competitive; promotion/advertising.</p> <p>Level 4: (7-8 marks) The candidate discusses the marketing mix of Holbeck, covering all key areas of the mix in relation to Holbeck. They are able to identify strengths and weaknesses and may go on to suggest improvements to the mix.</p>	

Question	Expected Answer	Additional Guidance
<p>4 (a) Discuss how the process of budgeting could assist <i>Holbeck</i> with its financial planning.</p> <p>[8 marks] [Levels]</p>	<p>Level 1: (1-2 marks) Basic understanding of a budgets being a limited amount of resource allocated to an area for a purpose.</p> <p>Level 2: (3-4 marks) The candidate applies their understanding of budgets to the case study being able to explain that budgets are not an exact science and that budgeting is an arbitrary process. Is able to identify the advantages and disadvantages of the process.</p> <p>Level 3: (5-6 marks) The candidate discusses the process of setting budgets needs to take place with the best information possible at the time, but with built in flexibility at the time. Can move on to explain how the information can be used within the organisation.</p> <p>Level 4: (7-8 marks) A well-rounded response in which the candidate discusses the consequences of not considering the budgeting limitations outlined above.</p>	

Question	Expected Answer	Additional Guidance
<p>4(b)(i) Explain three functions of a cash flow forecast.</p> <p>[6 marks] [3*2]</p>	<p>One mark for each correct identification up to a maximum of three identifications plus up to a further one mark for each of three developments.</p> <p>Acceptable points include:</p> <ul style="list-style-type: none"> • work out the income of the organisation (✓) • work out the expenditure of the organisation (✓) • identify short term cash flow problems (✓) • identify areas where additional income may be generated (✓) • know where money is owed (✓) • highlight timing consequences of trading forecasts (✓) • support application for finance (✓) • monitor performance (✓) • obtain lenders confidence (✓) 	

Question	Expected Answer	Additional Guidance
<p>4 (b) (ii) Discuss the possible reasons for the cash flow problems experienced by <i>Holbeck</i> and suggest ways in which its cash-flow could be improved.</p> <p>[10 marks] [Levels]</p>	<p>Level 1: (1-2 marks) Basic understanding of cash flow and suggestions for reasons for cash flow issues. May be limited to definition.</p> <p>Level 2: (3-4 marks) The candidate applies their understanding of cash flow problems and links reasons to the case study such as seasonality, lack of repeat business.</p> <p>Level 3: (5-7 marks) The candidate highlights the parts of the case study that are causing the problems to the organisation in terms of cash flow. May go on to give some appropriate suggestions of how to use the cash flow forecast to aid decision-making.</p> <p>Level 4: (8-10 marks) The candidate discusses the reasons for the cash flow issues at <i>Holbeck</i>, moves on to identify the impacts of these issues on the organisation and may suggest solutions.</p> <p>Indicative Content:</p> <ul style="list-style-type: none"> • seasonality • funding from council • recessions • new attractions every second year, spending on this • increase in home based leisure 	

Question	Expected Answer	Additional Guidance
<p>5 (a) Evaluate the suitability of <i>Holbeck's</i> pricing strategies in attracting repeat customers.</p> <p>[10 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate identifies pricing policies presently in place at Holbeck, little more than a list, limiting it to Level 1.</p> <p>Level 2: (3-4 marks) The candidate applies the knowledge of pricing policy to Holbeck, stating why the policies in places are being used and the benefits of the methods used.</p> <p>Level 3: (5-7 marks) The candidate draws on their own research to offer examples and comparisons as to the pricing policy in place, and makes the link to targeting.</p> <p>Level 4: (8-10 marks) A well developed and rounded response. The candidate is able to evaluate the policies in place, and suggests the relationship between the pricing policy, sales, attendance and seasonality.</p> <p>Indicative Content:</p> <ul style="list-style-type: none"> • rover ticket for locals • seasonality • schools and colleges rate 	

Question	Expected Answer	Additional Guidance
<p>5 (b) Discuss the usefulness of two of these promotional techniques to an organisation such as <i>Holbeck</i>.</p> <p>[10 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate limits themselves to a basic definition of the promotional method.</p> <p>Level 2: (3-4 marks) The candidate describes the promotional method and goes on to explain advantages and disadvantages in a generic manner.</p> <p>Level 3: (5-7 marks) The candidate identifies two promotional methods used by Holbeck, begins to evaluate their appropriateness to the organisation.</p> <p>Level 4: (8-10 marks) The candidate discusses both the usefulness and the drawbacks of both selected methods to Holbeck coming to a conclusion, and possibly suggesting improvements.</p>	

Question	Expected Answer	Additional Guidance
5 (b) continued	<p>Indicative Content:</p> <p>Sponsorship When an organisation provides financial support to another individual in order to gain prestige and status from the association.</p> <p>Public Relations The planned and sustained effort to maintain goodwill and a mutual understanding between an organisation and the public.</p> <p>Advertising Advertising is paid for space or time on a form of media which aims to persuade customers to buy a product or service.</p>	

Question	Expected Answer	Additional Guidance
<p>5 (c) Assess how <i>Holbeck</i> could use market research methods in order to develop a new exhibition to meets customer needs.</p> <p>[8 marks] [Levels]</p>	<p>Level 1: (1-2 marks) The candidate identifies limited examples of market research methods and the purpose of it.</p> <p>Level 2: (3-4 marks) The candidate applies the knowledge of market research explaining primary and secondary research along with qualitative and quantitative.</p> <p>Level 3 (5-6 marks) The candidate makes suggestions as to appropriate methods of research, having taken into and justified the reasons for the method used making direct links to the case study.</p> <p>Level 4: (7-8 marks) The candidate assess the appropriateness of an approach and identifies <i>Holbeck</i> can use a range of methods in order to meet customers needs.</p>	

G184 Human resources in the leisure industry

Question	Expected Answer	Additional Guidance
<p>1 (a) State <u>two</u> other reasons why an individual's contract of employment might come to an end.</p> <p>[2 marks] [2*1]</p>	<p>One mark for each correct response up to a maximum of two marks.</p> <ul style="list-style-type: none"> • changing jobs and promotion (✓) • dismissal (✓) • end of contract (✓) • gross misconduct • redundancy (✓) • illness (✓) • retirement and early retirement (✓) • organisation going bankrupt and stops trading (✓) 	
<p>1 (b) Explain <u>two</u> disadvantages to leisure organisations of employing staff on a seasonal basis.</p> <p>[4 marks] [2*2]</p>	<p>Up to two marks for each of two explanations.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • increased cost of recruitment and selection (✓) • makes human resource planning more difficult (✓) • increased cost of training (✓) • staff may be less motivated as they do not have job security (✓) <p>Exemplar Response:</p> <ul style="list-style-type: none"> • the increased cost of recruitment and selection (✓) due to regular turnover of staff (✓) • human resource planning is more difficult (✓) as there is a lack of permanent staff (✓) • increased cost of training (✓) due to staff leaving (✓) • less motivated staff due to low job security (✓) leading to poor productivity (✓) 	

Question	Expected Answer	Additional Guidance
<p>1 (c) Discuss the argument for and against P-EL appointing the new managers at <i>Cherry Tree Hall</i> on a permanent full-time basis.</p> <p>[12 marks] [Levels]</p>	<p>Level 1: [1-2 marks] Candidate demonstrates knowledge of this type of employment opportunity.</p> <p>Level 2: [3-4 marks] Candidate applies knowledge to the context of the case study.</p> <p>Level 3: [5-8 marks] Candidate analyses the benefits and limitations of permanent full-time employment to the organisation and/or the employee.</p> <p>Level 4: [9-12 marks] Candidate draws reasoned conclusions/judgements about the appropriateness of this form of employment opportunity clearly based on their analysis.</p> <p>Indicative content: Advantages could include:</p> <ul style="list-style-type: none"> • staff likely to develop loyalty and feel a sense of ownership • job security and secure income for the managers • organisation likely to benefit from increased levels of motivation • reduced labour turnover • managers can become the core employees of a flexible workforce. 	

Question	Expected Answer	Additional Guidance
<p>1 (c) continued</p>	<p>Disadvantages could include:</p> <ul style="list-style-type: none"> • permanent full-time staff tend to be more expensive to employ • higher costs to attract and retain permanent full-time staff • in a business with large fluctuations in demand – staff may be under-utilised at certain times • lack of flexibility • work – life balance for employees – too many working hours may lead to stress. <p>Exemplar response: An advantage of employing staff on a permanent full-time basis are they are likely to develop loyalty towards Cherry Tree Hall (1) and feel a sense of ownership, Job security and secure income (2). This may lead to increased levels of motivation amongst staff (3), resulting in reduced levels of labour turnover saving Cherry Tree Hall money in the long term having to recruit staff (3). However some disadvantages of this type of employment could be that staff tend to be more expensive to employ, attract and retain (1). As Cherry Tree Hall is a seasonal business there may be times when staff are under-utilised (2) costing Cherry Tree Hall money compared to part-time seasonal staff. These staff may be less flexible than other staff (1) as they prefer to work in one area of the business (2). They may be working longer hours (1), affecting their work–life balance (2) lead to stress and therefore time off work, which needs to be covered (3) costing Cherry Tree Hall money. In conclusion permanent full-time managers can become the core employees of a flexible workforce, Cherry Tree Hall will need to get the right balance of staff to ensure they remain competitive (4)</p>	

<p>2 (a) (i) Identify <u>one</u> external issue which might affect human resource planning at <i>Cherry Tree Hall</i>.</p> <p>[1 mark]</p>	<p>For one mark:</p> <ul style="list-style-type: none">• the economy in terms of interest rates, inflation and employment levels (✓)• employment trends (✓)• shortages and surpluses of skills (✓)• competition for job seekers (✓)• market demand (✓)• location issues (✓)• seasonality (✓)	
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Question	Expected Answer	Additional Guidance
<p>2 (a) (ii) Discuss how the issue identified in part a (i) might affect human resource planning at <i>Cherry Tree Hall</i>.</p> <p>[9 marks] [Levels]</p>	<p>Level 1: [1 mark] The candidate demonstrates knowledge of the external issue.</p> <p>Level 2: [2-3 marks] The candidate applies their knowledge to the context of the case study.</p> <p>Level 3: [4-6 marks] The candidate analyses the effects/consequences of the external issue on the facility in the case study.</p> <p>Level 4: [7-9 marks] The candidate discusses/evaluates the effects and consequences of the external issue on <i>Cherry Tree Hall</i> and makes reasoned judgements based on their analysis.</p> <p>Exemplar Response: For the more senior positions within the organisation, <i>Cherry Tree Hall</i> will be competing with other similar leisure organisations nationally/internationally (L1) and will have to offer remuneration packages that reflect the supply and demand for senior employees in the leisure industry (L2). At the local level, they will be in direct competition with other local leisure complexes in local travel to work area, and in indirect competition with other leisure facilities all trying to recruit the best employees. <i>Cherry Tree Hall</i> may need to offer incentives to attract and retain staff (L3). These could include improved employment terms such as higher rates of pay, financial incentives, and free use of the facilities. It may also result in higher levels of recruitment as staff move to other jobs, increasing the costs to the organisation (L4).</p>	

Question	Expected Answer	Additional Guidance
<p>2 (b) Discuss how the issue of high staff turnover might affect the future of human resource planning at <i>Cherry Tree Hall</i>.</p> <p>[10 marks] [Levels]</p>	<p>Level 1: [1-2 marks] The candidate demonstrates knowledge of staff turnover.</p> <p>Level 2: [3-4 marks] The candidate applies knowledge of high staff turnover to the case study and the particular circumstances of Cherry Tree Hall.</p> <p>Level 3: [5-7 marks] The candidate analyses the effects/consequences of high staff turnover on leisure organisations.</p> <p>Level 4: [8-10 marks] The candidate discusses/evaluates the effects and consequences of high labour turnover on Cherry Tree Hall and makes reasoned judgements as to the extent this issue might affect the organisation, based on their analysis.</p> <p>Exemplar response: Staff turnover is likely to be an ongoing issue for Cherry Tree Hall (L1) as it is likely to employ staff on a part-time and self-employed basis, both of these groups of employees are likely to look for other career opportunities (L2) thus increasing staff turnover (L3). Staff will have a choice of places to work – HRP will have to look at their terms and conditions to ensure they are competitive in the labour market (L4). On the other hand, Cherry Tree Hall may accept a relatively high staff turnover (L2) as long as it does not affect the performance of the facility (L3), as new staff can bring fresh ideas to the facility, which is important in the health and fitness industry (L4).</p>	<p><u>Staff turnover</u> being the amount of staff leaving an organisation over a period to time. Credit use of formula.</p> <p><u>Staff turnover</u> being the amount of staff leaving an organisation over a period to time. Credit use of formula.</p>

Question	Expected Answer	Additional Guidance
<p>3 (a) Explain <u>two</u> suitable <u>external</u> methods of recruitment advertising which would be appropriate for the management positions at <i>Cherry Tree Hall</i>.</p> <p>[4 marks] [2*2]</p>	<p>One mark for each identification up to a maximum of two identifications plus up to a further one mark for each of two explanations.</p> <p>Acceptable points include:</p> <p>Specialist leisure recruitment agency (✓) – these may have an existing database of suitable applicants (✓), as the organisation is new to the UK market they might not have knowledge of the UK job market (✓).</p> <p>Professional journals (✓) – these have a wide circulation in the leisure industry (✓), and have similar vacancies to that being recruited by Cherry Hall Farm, giving a wide pool of potential applicants (✓).</p> <p>National Newspapers (✓) – these have a wide circulation in (✓), and have similar vacancies to that being recruited by Cherry Hall Farm, giving a wide pool of potential applicants (✓).</p> <p>Cherry Tree Hall Website (✓) greater geographical coverage.</p>	

Question	Expected Answer	Additional Guidance
<p>3 (b) Analyse possible disadvantages to applicants of submitting a CV when applying for the management positions at <i>Cherry Tree Hall</i>.</p> <p>[6 marks] [Levels]</p>	<p>Level 1: [1-2 marks] Candidate identifies disadvantages or demonstrates knowledge of CVs.</p> <p>Level 2: [3-4 marks] Candidate applies knowledge of CVs to the case study.</p> <p>Level 3: [5-6 marks] Candidate analyses the disadvantages of the use of a CV in the recruitment and selection process for senior management positions.</p> <p>Indicative content: Possible disadvantages include:</p> <ul style="list-style-type: none"> • CVs tend to focus on the positive • may have been used for other job applications • applications are not in a standard form. <p>Exemplar responses: CVs are (L1)</p> <ul style="list-style-type: none"> • CVs tend to focus on the positive • may have been used for other job applications <p>Applications are not in a standard form</p>	

Question	Expected Answer	Additional Guidance
<p>3 (c) Evaluate the extent to which the recruitment and selection process used by P-EL is likely to achieve the objective of appointing a flexible management team with transferable skills.</p> <p>[12 marks] [Levels]</p>	<p>Level 1: [1-2 marks] Candidate demonstrates knowledge of the selection process and/or transferable skills.</p> <p>Level 2: [3-4 marks] Candidate applies knowledge of the selection process to the case study and the particular circumstances of Cherry Tree Hall.</p> <p>Level 3: [5-8 marks] Candidate analyses the strengths and weaknesses of the selection process within the context of the case study.</p> <p>Level 4: [9-12 marks] Candidate draws reasoned conclusions/judgements about the extent to which the selection process will result in a flexible workforce with transferable skills.</p> <p>Indicative content: Case for:</p> <ul style="list-style-type: none"> • recruiting non-specific for non-specific job roles would tend to eliminate those candidates who feel uncomfortable outside their own field of expertise • the CV could be used to shortlist only those applicants that appear to possess the required attributes • the extensive selection process should identify those candidates with the required flexibility and transferable skills • the group tasks and psychometric tests could be designed to highlight the skills and qualities Cherry Tree Hall are looking for. 	

Question	Expected Answer	Additional Guidance
<p>3 (c) continued</p>	<p>Case against:</p> <ul style="list-style-type: none"> • no mention of a person specification in the application pack • much would depend on the quality of the interviewers. Existing staff might not have the necessary skills and there is no mention of who will be carrying out the individual interviews • recruitment and selection process is not always perfect. Whilst it attempts to be objective, there is always a subjective element to it and it might not be successful for all appoints. <p>Exemplar response:</p> <p>Transferrable skills are skills that are learned in one environment that are useful in another, such as communication (L1). P-EL are using a varied selection process in order to identify these skills (L2). As P-EL are looking for non-specific roles (L2) this may prevent applicants who lack confidence outside of their area of training (L3). The CV would help to short list applicants who appear to have the necessary transferrable skills (L3). The tasks and psychometric tests could be used in a way which helps to identify the skills P-EL are looking for (L2), however there is no mention of a person specification (L2) meaning that some suitable candidates may not apply (L3) therefore losing out on potential suitable staff (L4). The success of the interview depends on the skill of the interviewer (L3) and current employees may not have the necessary skills to undertake a successful interview, leading to poor appointments (L4). The recruitment process is not always perfect (L3), interviewers may struggle to remain objective through out the process (L4).</p>	

Question	Expected Answer	Additional Guidance
<p>3 (d) Explain <u>two</u> possible consequences to <i>Cherry Tree Hall</i> should it fail to comply with the Working Time Directive.</p> <p>[4 marks] [2*2]</p>	<p>Up to two marks for each of two explanations.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • failure to comply with the Directive will mean staff are working longer hours, or not getting sufficient breaks (✓) • this might have consequences for the performance, morale and staff turnover (✓) • staff may apply for an enforcement of the Directive (✓) • might have an effect on reputation as a fair employer (✓). • strike Action(✓) • taken to court and potentially sued. (✓) <p>Exemplar response:</p> <ul style="list-style-type: none"> • staff are working longer hours, or not getting sufficient breaks (✓) which could effect staff performance(✓) • staff morale may suffer (✓) and lead to staff leaving (✓) • staff may apply for an enforcement of the Directive (✓) which would result in poor publicity (✓) 	

Question	Expected Answer	Additional Guidance
<p>4 (a) Cherry Tree Hall currently uses a supervisor appraisal procedure for its performance management scheme. Explain <u>one</u> other method of appraisal which could be used at <i>Cherry Tree Hall</i>.</p> <p>[2 marks]</p>	<p>Up to two marks for explanation.</p> <p>Indicative content: Methods include:</p> <ul style="list-style-type: none"> • self appraisal (✓) • peer appraisal (✓) • 360 degree appraisal (✓) <p>Exemplar Response:</p> <ul style="list-style-type: none"> • self appraisal (✓) where the employee evaluates their own performance rather than their manager (✓) • peer appraisal (✓) where the employees performance is evaluated by work colleagues rather than their manager (✓) • 360 degree appraisal (✓) where the employees performance is evaluated by colleagues, subordinates and managers (✓) 	

Question	Expected Answer	Additional Guidance
<p>4 (b) Discuss how P-EL could judge the success of its management training scheme.</p> <p>[12 marks] [Levels]</p>	<p>Level 1: [1-2 marks] The candidate demonstrates knowledge of training.</p> <p>Level 2: [3-4 marks] The candidate applies knowledge to the context of the leisure industry.</p> <p>Level 3: [5-8 marks] The candidate analyses the benefits and limitations of the criteria used to judge the success of the management training scheme, in the context of Cherry Tree Hall.</p> <p>Level 4: [9-12 marks] The candidate draws reasoned conclusions/judgements about the appropriateness of the criteria.</p> <p>Indicative content: Possible criteria include:</p> <ul style="list-style-type: none"> • levels of staff turnover amongst management • feedback from those participating in the training scheme • levels of absenteeism • the number successfully completing the training scheme • progression rates among the trainees • stability rates • has the training scheme delivered a flexible workforce as per expectations • numbers of staff crossing functional areas, showing a degree of flexibility • improved level of motivation. 	<p>The extent to which these criteria accurately measure the success of the training scheme vary. Some criteria are quantitative, others qualitative. They may need to be compared with other similar organisations and training schemes.</p>

	<p>Exemplar responses:</p> <p>Training is whereby employees develop new skills inside or outside the work place (L1), which are needed to run Cherry Tree Hall successfully (L2). P-EL need to evaluate its training to see if it is cost effective, which could be achieved by looking at levels of staff turnover and absenteeism amongst management (L3). This could be used alongside feedback from staff who have been on the training (L2) to identify any areas for improvement in the training (L3). The criteria by which P-EL assess the success of its training are open to debate (L3), some are quantitative and some qualitative, P-EL need to weigh up the costs of the training against the benefits it brings to Cherry Tree Hall (L4).</p>	
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Question	Expected Answer	Additional Guidance
<p>5 (a) What is meant by the term quality circles?</p> <p>[2 marks] [2x1]</p>	<p>Up to two marks for explanation.</p> <p>A motivational technique (✓) that involves a discussion group (✓) made up of mainly employees from the lower levels of the hierarchy (✓).</p>	
<p>5 (b) Discuss how the performance of the new managers at <i>Cherry Tree Hall</i> might be improved by the use of management by objectives (MBO).</p> <p>[8 marks] [Levels]</p>	<p>Level 1: [1-2 marks] The candidate demonstrates knowledge of management by objectives.</p> <p>Level 2: [3-4 marks] The candidate applies knowledge to the context of the leisure industry.</p> <p>Level 3: [5-6 marks] The candidate analyses how MBO might improve the performance of employees. In the context of the case study.</p> <p>Level 4: [7-8 marks] The candidate draws reasoned conclusions/judgements about the effectiveness of MBO at improving the performance of the managers at Cherry Tree Hall.</p>	

Question	Expected Answer	Additional Guidance
<p>5 (b) continued</p>	<p>Indicative content: Possible benefits include:</p> <ul style="list-style-type: none"> • as new employees, MBO could be used to set clear, SMART objectives in line with the organisations aims. • managers could use MBO for those employees directly below them in the organisational hierarchy • MBO acts as a control mechanism – knowing that performance will be judged against targets should improve performance • motivation theory suggests that working toward targets motivates employees to succeed • setting targets for the managers might make the MD think more strategically about the business thus giving clearer direction to the managers. <p>Exemplar response: MBO is a process of agreeing upon objectives within an organisation so management and employees understand where the business is going (L1). Cherry Tree Hall has employed a lot of new staff (L2), so MBO may help to set clear SMART objectives (L3). The managers at Cherry Tree Hall can use MBO to help to control the employees below them (L3) as motivation theory states that staff are more motivated if they are working towards objectives (L4). The managing director may develop a clear direction for the new business (L2) meaning all staff can work towards a common goal (L3) making Cherry Tree hall a better performing business (L4)</p>	

Question	Expected Answer	Additional Guidance
<p>5 (c) Discuss the case for and against the use of <u>non-financial</u> rewards as a method of motivating employees in the leisure industry.</p> <p>[12 marks] [Levels]</p>	<p>Level 1: [1-2 marks] The candidate demonstrates knowledge of non-financial rewards and/or motivation.</p> <p>Level 2: [3-4 marks] The candidate applies knowledge of non-financial rewards in the context of the leisure industry in general.</p> <p>Level 3: [5-8 marks] The candidate analyses the benefits and limitations of non-financial rewards as a method of motivating employees.</p> <p>Level 4: [9-12 marks] The candidate draws reasoned conclusions/judgements about the appropriateness of this method of motivation, clearly based on their analysis.</p> <p>Indicative content: Case for:</p> <ul style="list-style-type: none"> • motivation theory suggests that employees are motivated by non-financial factors such as esteem needs and self-actualisation needs (Maslow) • motivation theory suggests that financial rewards do not motivate but are a source of dissatisfaction (Herzberg) • may suit part-time staff that may prefer the flexibility of work hours to fit work in with other interests or commitments • the nature of the work itself is seen as a powerful motivator, so approaches such as job enlargement and job enrichment will contribute to greater job satisfaction 	

<p>5 (c) continued</p>	<ul style="list-style-type: none"> • working in teams will meet the important social needs of employees • financial rewards may fluctuate over time and create a degree of uncertainty. <p>Case against:</p> <ul style="list-style-type: none"> • financial rewards in the form of wages and salaries are often seen by employees as the only motivation to work • some staff, especially seasonal and part-time staff might not be motivated by non-financial rewards as they might not be committed to the organisation • successful training and development might lead to demand for additional financial rewards • individuals higher level needs may be satisfied outside the workplace and the only requirement from employment might therefore be financial • if financial rewards are less than the competition then might have problems recruiting and retaining staff. <p>Exemplar response: Non-financial rewards are things such as more responsibility and job enlargement (L1). As Cherry Tree Hall employs a large number of seasonal staff (L2) flexible working hours may help to motivate them (L3). Maslow and Herzberg suggest that these types of employees are more motivated by non-financial rewards (L3). However, as Cherry Tree Hall employs a lot of seasonal part-time staff such as students (L2) they may prefer money as a reward (L3) and as Cherry Tree Hall are putting a lot of staff onto training programmes (L2) their success may lead to them demanding more money (L3). As Cherry Tree Hall employs a mix of full-time, part-time, permanent and seasonal staff they will have to find the right balance of financial and non-financial rewards to ensure that all their staff remain motivated (L4).</p>	
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Grade Thresholds

GCE Leisure Studies (H128/H528)
June 2009 Examination Series

Coursework Unit Threshold Marks

Unit		Maximum Mark	A	B	C	D	E	U
G180	Raw	50	43	38	33	28	23	0
	UMS	100	80	70	60	50	40	0
G181	Raw	50	43	38	33	28	23	0
	UMS	100	80	70	60	50	40	0
G183	Raw	50	43	38	33	28	23	0
	UMS	100	80	70	60	50	40	0
G185	Raw	50	43	38	33	28	23	0
	UMS	100	80	70	60	50	40	0

Examined Unit Threshold Marks

Unit		Maximum Mark	A	B	C	D	E	U
G182	Raw	100	82	72	62	53	44	0
	UMS	100	80	70	60	50	40	0
G184	Raw	100	79	70	61	52	44	0
	UMS	100	80	70	60	50	40	0

Specification Aggregation Results

Uniform marks correspond to overall grades as follows.
Advanced Subsidiary GCE (H128):

Overall Grade	A	B	C	D	E
UMS (max 300)	240	210	180	150	120

Advanced GCE (H528):

Overall Grade	A	B	C	D	E
UMS (max 600)	480	420	360	300	240

Cumulative Percentage in Grade

Advanced Subsidiary GCE (H128):

A	B	C	D	E	U
2.28	10.15	33.25	61.42	84.01	100.00
There were 400 candidates aggregating this series.					

Advanced GCE (H528):

A	B	C	D	E	U
1.60	18.80	51.20	81.60	98.40	100.00
There were 253 candidates aggregating this series.					

For a description of how UMS marks are calculated see:

http://www.ocr.org.uk/learners/ums_results.html

Statistics are correct at the time of publication.

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