

# **Applied Business**

Advanced GCE F257/01

Managing Risk in the Workplace

## **Mark Scheme for June 2010**

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Question	Expected answer	Marks	Additional guidance
1 (a)	<p><i>Up to two marks</i></p> <p>A risk is the potential negative consequences/likelihood of harm/injury which can impact on a business from a particular hazard. It can affect all stakeholders within the business.</p> <p>No context required.</p> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• a risk is something which could result in harm as a result of a hazard (1) such as electrocution from tripping on a wire (1).</li> <li>• a risk is something which likely to end in hurt as a result of a hazard (1) like injury from tripping on wire (1).</li> <li>• a risk is the possibility of harm caused by a hazard which may impact upon employees/ employers/customers (1).</li> </ul> <p>Do not award for answers which only give examples of risks.</p>	AO1 – 2 mark	Examples by way of development should only be awarded if the correct meaning is given.
1 (b)	<p><i>One mark for each correct identification of a feature of the HASAW Act, up to a maximum of three identifications, plus up to one mark for each of the three developments.</i></p> <p>Employers must:</p> <ul style="list-style-type: none"> <li>• provide and maintain safety equipment and safe systems of work (1).</li> <li>• ensure materials used are properly stored, handled, used and transported (1).</li> <li>• provide information, training, instruction and supervision - ensure staff are aware of instructions provided by manufacturers and suppliers of equipment (1).</li> <li>• provide a safe place of employment / provide a safe working</li> </ul>	<p>AO1 – 3 marks</p> <p>AO2 – 3 marks</p>	<p>Only award the development mark if it is an example specifically in the context of the case study (gardening business/industry).</p> <p>Do not award for developments which only mention the names of the people/business in the case.</p> <p>Watch out for repetition.</p>

Question	Expected answer	Marks	Additional guidance
	<p>environment (1).</p> <ul style="list-style-type: none"> <li>• provide a written safety policy/risk assessment (1).</li> <li>• look after the health and safety of others, for example the public (1).</li> <li>• talk to safety representatives (1).</li> </ul> <p>Employees must:</p> <ul style="list-style-type: none"> <li>• take care of their own health and safety and that of other persons (1).</li> <li>• co-operate with their employers (1).</li> <li>• must not interfere with anything provided in the interest of health and safety (1).</li> </ul> <p>The relevant part of The Act must be given first before the example is awarded.</p> <p>Do not award “duty of care”.</p> <p>Exemplar responses include</p> <ul style="list-style-type: none"> <li>• Employers must provide and maintain safety equipment and safe systems of work (1). Rebecca must make sure that she provides Huw with a pair of regularly inspected goggles if he uses tools like a hedge trimmer (1).</li> <li>• Employers must provide a safe working environment (1). Rebecca must ensure that she never leaves gardening tools lying around untidily for Huw to injure himself on (1).</li> </ul>		

Question	Expected answer	Marks	Additional guidance
1 (c)			
<b>State TWO features of the Provision and Use of Workplace Equipment Regulations.</b>	<p><i>One mark for each correct identification up to a maximum of two.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• equipment is suitable for the intended use (1).</li> <li>• equipment is maintained in a safe condition (1).</li> <li>• equipment is inspected to ensure this remains safe (1).</li> </ul> <p>The legislation only requires that it is the employer's responsibility for provision of the above. Do not award for responses from the employees' perspective.</p> <p>No context required.</p>	AO1 – 2 marks	<p>"Maintenance" must stress the safety aspect rather than equipment working well to be awarded.</p>
1 (d)			
<b>Explain THREE responsibilities which Rebecca has to Huw as his employer in minimising risk.</b>	<p><i>One mark for each correct identification up to a maximum of three identifications, plus a further mark for each of three contextual developments.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• keeping the premises safe (1).</li> <li>• carrying out a risk assessment (1).</li> <li>• providing adequate training (1).</li> <li>• maintaining the equipment (1).</li> <li>• providing appropriate protective clothing (1).</li> <li>• providing appropriate guidelines/procedures (1).</li> <li>• providing appropriate warning signs (1).</li> <li>• provision of adequate breaks (1).</li> </ul> <p>Possible answers may include:</p> <ul style="list-style-type: none"> <li>• Rebecca should carry out a risk assessment (1). She could then identify potential hazards from contracts such as potentially hitting a tree trunk in gardens (1).</li> <li>• Rebecca should provide correct training (1) that way employees such as Huw would know how to handle equipment like hedge trimmers properly (1).</li> <li>• Rebecca should provide correct clothing (1). This would be items such as face guards for hedge trimmers (1).</li> </ul>	AO1 – 3 marks  AO2 – 3 marks	<p>Explanations must be in the context of <i>GPG Ltd</i>. Do not award for further explanation if they are about any business.</p>

Question	Expected answer	Marks	Additional guidance
<p>1 (e)</p> <p><b>Explain TWO benefits to GPG Ltd of minimising risk in the workplace.</b></p>	<p><i>One mark for each correct identification of a benefit up to a maximum of two identifications, plus up to a further one for each of two developments.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• reduction in accidents (1).</li> <li>• reduction in injuries (1).</li> <li>• avoidance of fines/ court action(1)</li> <li>• avoidance of industrial action(1)</li> <li>• increase in employee motivation(1)</li> <li>• increase in output(1)</li> <li>• increase in reputation/custom (1)</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• increase in employee motivation (1) as employees feel that they are safer in their working environment (1).</li> <li>• increase in reputation (1) as customers would be happier to see a business which looks after the safety and welfare of its staff (1).</li> </ul>	<p>AO1 – 2 marks</p> <p>AO2 – 2 marks</p>	<p>Accept answers which have generic context in development.</p> <p>The development point should be an explanation of link between the benefit identified and risk minimisation i.e. WHY does risk minimisation lead to that benefit?</p> <p>Watch out for repetition.</p>
<p>2 (a)</p> <p><b>Identify TWO possible causes of Huw's accident.</b></p>	<p><i>One mark for each issue identified up to a maximum of two identifications.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• using a piece of equipment he is not qualified to operate (1).</li> <li>• being left unsupervised (1).</li> <li>• balancing on a step ladder (1).</li> <li>• the step ladder giving way (1).</li> <li>• reaching too high to cut the hedge (1).</li> <li>• two person job being done by one person (1).</li> <li>• using a ladder which has not been checked by the business (1).</li> </ul>	<p>AO2 – 2 marks</p>	<p>Do not accept answers which are not in the context of the accident.</p> <p>Training/supervision/qualification are repetition.</p>

Question	Expected answer	Marks	Additional guidance
2 (b)			
<p><b>In the context of GPG Ltd, outline ONE basic principle of the Manual Handling Operations Regulations</b></p>	<p><i>One mark for a correct identification, plus up to two marks for further development.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• avoid hazardous manual handling operations (1).</li> <li>• lifting items properly (1).</li> <li>• carrying items properly (1).</li> <li>• having appropriate training to deal with lifting/carrying (1).</li> <li>• have appropriate equipment/clothing to deal with lifting/carrying (1).</li> <li>• make a suitable and sufficient assessment of any hazardous manual handling operations that cannot be avoided (1).</li> <li>• reduce the risk of injury from those operations so far as is reasonably practicable (1).</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• workers should be trained appropriately how to carry heavy items correctly (1), for example Huw should be trained how to carry heavy items such the hedge trimmer, properly (1). In this way he may avoid misuse and injury to himself or others (1).</li> </ul>	<p>AO1 – 1 mark</p> <p>AO2 – 2 marks</p>	<p>To achieve more than one mark the response must use context.</p>
2 (c) (i)			
<p><b>Identify ONE type of on-the-job training Rebecca could have provided for Huw.</b></p>	<p><i>One mark for a correct identification.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• observation/demonstrations (1).</li> <li>• Shadowing (1).</li> <li>• Mentoring (1).</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• work shadowing (1).</li> <li>• watch a demonstration (1).</li> </ul>	<p>AO1 – 1 mark</p>	<p>Do <b>not</b> accept answers which mention “induction” as it is stated in the text that has already received induction training.</p>

Question	Expected answer	Marks	Additional guidance
2 (c) (ii)			
<p><b>Explain how on-the-job training of its employees could be of benefit to GPG Ltd.</b></p>	<p><i>One mark for explanation plus one further mark for development in context</i></p> <p>Possible issues could include:</p> <ul style="list-style-type: none"> <li>• Huw may be able to gain a greater understanding of how to use GPG's equipment (1).</li> <li>• Huw would know how to do his job in the way that Rebecca would like (1).</li> <li>• it may be cheaper than sending Huw offsite to gain skills (1).</li> <li>• he could help Rebecca on contracts whilst training at the same time (1).</li> </ul> <p>Benefits must be from the employer's perspective.</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>• Huw would know how to complete a job in the way Rebecca would like (1) rather than the way a trainer at a course might have instructed him.(1)</li> <li>• it could be cheaper for a small, new business like GPG Ltd (1) because GPG will not need to pay for travel and course costs (1).</li> </ul>	<p>AO2 – 2 marks</p>	<p>Do <b>not</b> award for answers which could apply to any type of training.</p> <p>Accept answers which have generic context in development.</p> <p>The development point should be an explanation of the link between the benefit identified and on the job training ie WHY does on-the-job training lead to this benefit?</p> <p>Do not award benefits from the employees' perspective.</p>

Question	Expected answer	Marks	Additional guidance
2 (d) (i)			
<b>What is meant by the term 'duty of care'?</b>	<p><i>Up to two marks.</i></p> <p>This is where employers do everything that is reasonably practical to ensure the health and safety of their employees for example adhering to all health and safety laws and regulations.</p> <p>No context required.</p> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>employers do everything reasonable to ensure their workers are safe (1) e.g. abiding by the relevant health and safety laws (1).</li> <li>employers do everything possible to ensure the safety of their workers (1).</li> </ul>	AO1 – 2 marks	<p>Do <b>not</b> award for answers which only give examples of duty of care.</p> <p>Do award second mark for an example if used to illustrate a definition point given above.</p>
2 (d) (ii)			
Rebecca has a duty of care to Huw, as an employee. Discuss the extent to which the actions of Huw may compromise his claim against <i>GPG Ltd</i> .	<p><b>Level 1 (1-2 marks)</b> Candidate identifies issues with no context.</p> <p><b>Level 2 (3-5 marks)</b> Candidate applies knowledge and understanding to explain why either Rebecca or Huw were to blame for Huw's accident. Issues identified with context taken directly from the scenario.</p> <p><b>Level 3 (6-9 marks)</b> Candidate analyses how Huw's claim against <i>GP Gardening Ltd</i> may be compromised. Analysis of issues in context.</p> <p><b>Level 4 (10-14 marks)</b> Candidate assesses/evaluates the extent to which the Huw's claim against <i>GP Gardening Ltd</i> is compromised. The higher evaluative marks will be awarded for supported judgement taken by a well-reasoned, detailed who specifically applies to <i>GPG Ltd</i>.</p>	<p>AO1 – 2 marks</p> <p>AO2 – 3 marks</p> <p>AO3 – 4 marks</p> <p>AO4 – 5 marks</p>	<p>Non-contextual answers should be awarded no more than level 1.</p> <p>Do not accept the use of name (i.e. <i>GPG Ltd/owner/staff</i>) as context.</p> <p>L1 1 mark – One issue is identified but with no context. 2 marks – Two or more issues identified with no context.</p> <p>L2 3 marks – One issue is identified in context. 4-5 marks – Two or more issues</p>

Question	Expected answer	Marks	Additional guidance
	<p>Issues include:</p> <ul style="list-style-type: none"> <li>• Rebecca left Huw on his own unsupervised</li> <li>• Rebecca broke her ankle and could not avoid leaving Huw</li> <li>• Huw insisted upon carrying on the work</li> <li>• Rebecca had a duty of care to Huw to ensure his safety</li> <li>• Huw was not trained to work the equipment</li> <li>• Huw should not have used equipment not from GP Gardening Ltd</li> <li>• Huw did not use the ladder in the correct way</li> </ul> <p>Exemplar responses include:</p> <p>A “duty of care” is when everything reasonably practical is done to ensure the health, safety and welfare of employees in the workplace <b>(L1)</b>. As the owner and fully qualified gardener, Rebecca had a duty of care to Huw <b>(L2)</b>. She broke her duty of care by leaving him unattended <b>(L2)</b>. However, Huw’s case against <i>GPG Ltd</i> could be compromised as he should not have used equipment that he was not trained on unsupervised <b>(L3)</b>. Overall, although Rebecca is at fault as she broke her duty of care, Huw is also to blame as he did not ensure his own safety by using the ladder and hedge trimmer <b>(L4)</b>.</p> <p>Under the Health and Safety at Work Act, all employers have a duty of care to ensure the safety of their employees <b>(L1)</b>. Rebecca as the owner of <i>GPG Ltd</i> broke her duty of care to Huw by leaving him unattended <b>(L2)</b>. Although she had broken her ankle and had no choice but to go to hospital, she should have ignored Huw’s requests to carry on with the work, as she would have been fully aware of the risks involved in his lack of experience on such jobs <b>(L3)</b>. However, Huw was partly to blame as he also had a duty of care to himself. He should have ensured that he did not use equipment he was not trained on as his misuse resulted in his</p>		<p>are identified with context.</p> <p>L3 6 marks – One analytical point made. 7-9 marks – Two or more issues are analysed in context.</p> <p>L4 10 marks – a weak but valid judgement is made. 11-14 marks – A fully justified judgement is made. One or more evaluative points are explored.</p>

Question	Expected answer	Marks	Additional guidance
	<p>accident, therefore he should not claim fully against the business <b>(L3)</b>. In conclusion, there is no doubt that there is a case for Huw to claim against <i>GP Gardening Ltd</i> as Rebecca broke her duty of care, but Huw may not receive full compensation as he was partly to blame for his own accident <b>(L4)</b>.</p>		
3 (a)			
<p><b>In the context of health and safety, what is meant by the term 'hazard'?</b></p>	<p><i>Up to two marks</i></p> <p>A hazard refers to something which has the potential to cause harm e.g. a method of working or a material or substance.</p> <p>Do <b>not</b> award for answers which state 'risk'.</p> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• A hazard is something with the capacity to do harm and may be the cause of injury (1) for example a material (1).</li> <li>• Hazard is something which has the potential to cause harm (1) and should be properly controlled (1).</li> </ul>	<p>AO1 – 2 marks</p>	<p>Accept examples for the second mark only and only if a correct definition is given.</p> <p>Do <b>not</b> award for answers which state 'risk'.</p>

Question	Expected answer	Marks	Additional guidance
<p>3 (b)</p> <p><b>Explain THREE hazards to which the builder could be exposed when refurbishing CT Ltd's premises.</b></p>	<p><i>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of the three explanations.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• falling debris (1) .</li> <li>• electric cables (1) .</li> <li>• scaffolding (1).</li> <li>• slipping on wet floors (1) .</li> <li>• dust inhalation (1).</li> <li>• heavy-duty equipment (1).</li> <li>• welding materials (1).</li> <li>• tools (1).</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• falling debris (1) caused by a builder knocking down a high (1).</li> <li>• electric cables (1) which may be attached to the power tools the builder uses (1).</li> <li>• scaffolding (1) which may be erected to allow a builder to reach the roof of the building (1).</li> </ul>	<p>AO1 – 3 marks</p> <p>AO2 – 3 marks</p>	<p>Award the second mark for development of specific equipment which a builder would use at CT Ltd.</p> <p>The development point should only be awarded for explaining <b>how</b> the hazard could have arisen.</p> <p>To achieve more than one mark the response must relate to building work.</p> <p>Watch out for repetition.</p>
<p>3 (c) (i)</p> <p><b>What is meant by the term 'strategic risk'?</b></p>	<p><i>Up to two marks.</i></p> <p>A plan which may have a limited chance of success. When making a strategic decision, the business will need to consider the risk against the cost of carrying out the activity and the reward from success.</p> <p>Award marks for an example, but only as a development of a correct meaning.</p> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• when an action has a chance of failure (1), e.g. if a business were to launch a new product, the risk would be that the business may fail (1).</li> </ul> <p>a strategy which may be successful or unsuccessful (1).</p>	<p>AO1 – 2 marks</p>	<p>This is a question which demands illustration for the second mark, as it asks for "what is meant by". An example not in context should therefore be awarded a mark.</p> <p>Do <b>not</b> award for hazards.</p>

Question	Expected answer	Marks	Additional guidance
<p>3 (c) (ii)*</p> <p><b>Discuss the extent to which buying CT Ltd poses a strategic risk for GPG Ltd.</b></p>	<p>QWC Assessed here</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies the issues relating to diversification for the business.</p> <p><b>Level 2 (3-5 marks)</b> Candidate applies knowledge and understanding of risk relating to buying CT Ltd for the business.</p> <p><b>Level 3 (6-9 marks)</b> Candidate analyses the strategic risk of buying CT Ltd Analysis of issues in context.</p> <p><b>Level 4 (10-14 marks)</b> Candidate evaluates the extent to which buying CT Ltd poses a strategic risk.</p> <p>The higher evaluative marks will be awarded for supported judgement taken by a well-reasoned, detailed who specifically applies to GPG Ltd.</p> <p><b>Potential Risks:</b></p> <ul style="list-style-type: none"> <li>• buying a new business in a new market</li> <li>• lack of knowledge in the tool market</li> <li>• not having enough staff to run the two businesses</li> <li>• organisation issues/time management</li> <li>• problems of running a business with more services</li> <li>• motivation of staff</li> <li>• coordination of staff</li> <li>• financial cost</li> </ul> <p><b>Potential gains:</b></p> <ul style="list-style-type: none"> <li>• more customers therefore increased revenue</li> <li>• may keep business activity going even when the landscaping part of the business may have lower sales</li> </ul>	<p>AO1 – 2 marks</p> <p>AO2 – 3 marks</p> <p>AO3 – 4 marks</p> <p>AO4 – 5 marks</p>	<p>L1 1 mark – One issue is identified but with no context. 2 marks – Two or more issues identified with no context.</p> <p>L2 3 marks – One issue is identified in context. 4-5 marks – Two or more issues are identified with context.</p> <p>L3 6 marks – One analytical point made. 7-9 marks – Two or more issues are analysed in context.</p> <p>L4 10 marks – a weak but valid judgement is made. 11-14 marks – A fully justified judgement is made. One or more evaluative points are explored.</p>

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	<p>Exemplar responses include:</p> <p>Buying a new business in a new market is likely to carry a degree of risk due to lack of knowledge <b>(L1)</b>. In this case Rebecca has bought a tool shop in a near by town, which is in a different market to landscaping. This is still part of the gardening industry, therefore, not that dissimilar to Rebecca's current activities so the risk is limited <b>(L2)</b>. As Rebecca has the opportunity to buy a business which has a monopoly in the near-by town, the new shop is likely to bring in more custom <b>(L3)</b>. Therefore, the short term financial costs are likely to be outweighed by the long term financial gain <b>(L4)</b>.</p> <p>Entry into a new market could pose a risk for any business as it will not have the knowledge or expertise to cope with the changes placed upon it <b>(L1)</b>. In the case of <i>GP Gardening Ltd</i>, there is consideration of entry into the market of selling gardening tools. Although this is a new market and, hence, carries a degree of risk, it could be limited as it is still in the gardening industry <b>(L2)</b>. Some changes (such as Rebecca moving over to manage the new business, leaving Bob and Christine to manage the landscaping contracts) could prove costly and, if not successful, the business could lose a lot of money <b>(L3)</b>. Furthermore, if Rebecca neglects her staff too much, they could become demotivated and this could have an effect on the quality of the service they provide on contracts <b>(L3)</b>. However, since the new shop has a monopoly in the near-by town, the costs could be recouped by the custom it is likely to bring <b>(L3)</b>. In the long term the risks could be great as failure could mean that the reputation of <i>GP Gardening Ltd</i> could be negatively affected, meaning demand for future contracts could decrease. However, this could be outweighed by the significant rise in demand that a position of monopoly could bring. With that in mind, Rebecca would need to consider raising things such as new customer awareness in order to achieve significant demand increases, whilst being aware of not neglecting her staff <b>(L4)</b>.</p>		

Question	Expected answer	Marks	Additional guidance
4 (a)			
<b>What is meant by the term 'sit-in'?</b>	<p><i>Up to two marks.</i></p> <p>Employees turn up for work but do not do any work until their demands are met.</p> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• employees turn up to work but do not do any (1) until their demands are met (1).</li> <li>• one at work they do not carry out their contractual obligations (1) and therefore the business loses output (1).</li> </ul>	AO1 - 2 marks	
4 (b)			
<b>Apart from a sit-in, describe THREE other forms of industrial action the employees of GPG Ltd could take.</b>	<p><i>One mark for each correct identification up to a maximum of three identifications, plus a further mark for each of three explanations.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• strikes/picketing</li> <li>• work-to-rule</li> <li>• go-slows</li> <li>• overtime ban</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• strikes (1) not turning up for work (1).</li> <li>• overtime ban (1) only working contracted hours (1).</li> <li>• go slow (1) working but at a deliberately less quick rate (1).</li> <li>• work- to rule (1) not performing any tasks which are beyond their contract (1).</li> </ul>	<p>AO1 – 3 marks</p> <p>AO2 – 3 marks</p>	Accept generic context for development.

Question	Expected answer	Marks	Additional guidance
<p>4 (c)</p> <p><b>Explain TWO factors which might affect the success of any industrial action at GPG Ltd.</b></p>	<p><i>One mark for each correct identification up to a maximum of three identifications, plus a further mark for each of three developments.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• trade union involvement (1).</li> <li>• level employee support (1).</li> <li>• strength of claim/evidence (1).</li> <li>• seasonal factors (1).</li> <li>• demand (1).</li> <li>• length of industrial action (1).</li> <li>• reaction of employers/customers (1).</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• whether the trade union is involved (1). Trade unions may be able to negotiate through collective bargaining making the industrial action more successful (1)</li> <li>• the level of employee support could affect the success of the action (1). If less employees support the action, it will be less successful (1).</li> </ul>	<p>AO1 – 2 marks</p> <p>AO2 – 2 marks</p>	<p>If an example is given as a development, it must use applicable context (i.e. not be out of context).</p> <p>Watch out for repetition.</p> <p>Do <b>not</b> accept answers which just refer to success.</p>
<p>4 (d)</p> <p><b>Explain THREE stress-related Conditions Bob and Christine experience as a result of the demands placed upon them.</b></p>	<p><i>One mark for each correct identification up to a maximum of three identifications, plus up to a further mark for each of three explanations.</i></p> <p>Answers include:</p> <ul style="list-style-type: none"> <li>• headaches (1).</li> <li>• irritability (1).</li> <li>• anxiety (1).</li> <li>• high blood pressure (1).</li> <li>• heart disease (1).</li> </ul>		<p>Watch out for repetition.</p> <p>Do <b>not</b> award for answers which mention consequences as a result of being stressed.</p>

Question	Expected answer	Marks	Additional guidance
	<ul style="list-style-type: none"> <li>• depression (1).</li> <li>• social and relationship problems (1).</li> <li>• suicide (1).</li> <li>• mental illness (1)</li> </ul> <p>Exemplar responses include:</p> <ul style="list-style-type: none"> <li>• Bob and Christine may have increased headaches (1) as they may become increasingly tired (1).</li> <li>• Bob and Christine may risk higher blood pressure (1) as they become worried about fulfilling the contracts properly (1).</li> <li>• Bob and Christine could become more irritable (1) as they become exhausted from lack of breaks at work (1).</li> </ul>	<p>AO1 – 3 marks</p> <p>AO2 – 3 marks</p>	

Question	Expected answer	Marks	Additional guidance
4 (e)			
<p><b>Recommend and justify whether or not Rebecca should appoint a manager to run CT Ltd.</b></p>	<p><b>Level 1 (1-2 marks)</b> Candidate identifies the benefit(s) relating to staffing changes or workforce organisation</p> <p><b>Level 2 (3-5 marks)</b> Candidate applies knowledge and understanding of the benefit(s) or drawback(s) relating to appointing a manager at CT Ltd.</p> <p><b>Level 3 (6-9 marks)</b> Candidate analyses the benefit(s) or drawback(s) relating to appointing a manager at CT Ltd.</p> <p><b>Level 4 (10-14 marks)</b> Candidate evaluates knowledge and understanding of the benefit(s) relating to appointing a manager at CT Ltd.</p> <p>Award higher L4 for an evaluation based upon a two-sided analysis/specific context.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• a manager would be there to specifically manage the workforce at CT Ltd</li> <li>• needs of workers at CT Ltd would be more likely met</li> <li>• quality of service communication and efficiency at CT Ltd would increase</li> <li>• time would be freed for Rebecca to spend at GPG Ltd</li> <li>• Rebecca could spend more time addressing the needs of the workers at GPG Ltd</li> <li>• if Rebecca does the specialist contracts, the quality of service would increase</li> <li>• workers feel more motivated</li> <li>• increased flexibility of the workforce</li> <li>• efficiency of the business increases</li> <li>• lowers costs</li> <li>• lowers risks of accidents/dissatisfied customers/ court action/</li> </ul>	<p>AO1 – 2 marks</p> <p>AO2 – 3 marks</p> <p>AO3 – 4 marks</p> <p>AO4 – 5 marks</p>	<p>L1 1 mark – One issue is identified but with no context. 2 marks – Two or more issues identified with no context.</p> <p>L2 3 marks – One issue is identified in context. 4-5 marks – Two or more issues are identified with context.</p> <p>L3 6 marks – One analytical point made. 7-9 marks – Two or more issues are analysed in context.</p> <p>L4 10 marks – a weak but valid decision is made. 11- 14 marks – A fully justified decision based on a two-sided argument is made as to whether or not Rebecca should appoint a manager at CT Ltd.</p> <p>Higher L4 marks to be awarded to candidates who make evaluative comments in the specific context of GPG/CT Ltd.</p>

Question	Expected answer	Marks	Additional guidance
	<p>complaints/ fines</p> <ul style="list-style-type: none"> <li>• increases reputation</li> <li>• increases demand/sales/profit (don't award for repetition here)</li> </ul> <p><b>Drawbacks:</b></p> <ul style="list-style-type: none"> <li>• costs may increase</li> <li>• affordability</li> <li>• Rebecca may still need to check on CT Ltd to make sure it is running efficiently.</li> <li>• her time could be better spent elsewhere.</li> <li>• may require more planning.</li> <li>• takes time to appoint the right manager.</li> <li>• if the manager does not do a good job, then the organisation and motivation of staff at CT Ltd could be jeopardised.</li> <li>• Rebecca could manage CT Ltd but she would still need to appoint a manager for GPG Ltd.</li> <li>• if she managed CT Ltd, she may have to train at least one of the existing employees to manage GPG Ltd.</li> <li>• it is possible for Rebecca to continue to manage but she may be more stress, therefore may not be successful.</li> <li>• poor/incorrect manager</li> </ul> <p>Exemplar responses include:</p> <p>A manager has specialist skills which would allow them to specifically organise the workforce and the day-to-day running of a business <b>(L1)</b>. Employing a manager to run CT Ltd would allow Rebecca to free up time to undertake the landscaping side of the business <b>(L2)</b>. In this way she can concentrate on meeting the needs of the workforce at GPG Ltd <b>(L2)</b>. This would mean they may become more motivated to work <b>(L3)</b>. Furthermore the quality of service and profits at GPG Ltd may increase <b>(L3)</b>. In the short term it may cost the business more money to appoint a manager but this may be outweighed by the profit which may increase as a result of the increased motivation and quality of service at GPG Ltd <b>(L4)</b>.</p>		

Question	Expected answer	Marks	Additional guidance
	<p>A manager is specially trained to organise a workforce and run a business on a daily basis <b>(L1)</b>. By appointing a new manager at CT Ltd they may be better placed to organise the 12 workers and run the business than Rebecca as they have the specific skills to do so <b>(L2)</b>. This may mean that communication and efficiency at both businesses may be improved <b>(L2)</b>. Furthermore, the quality of service at both businesses may increase which, in turn, may increase profits <b>(L3)</b>. However, it may cost the business more money to hire a manager for CT Ltd and there may be a risk that they do not do their job properly <b>(L3)</b>. Moreover, this could mean the efficiency of service at CT Ltd declines <b>(L3)</b>. Overall, there is a short term cost hiring the manager and a long term risk that they may not improve the efficiency of the business, but this could be outweighed by the potential increase in profit which could be gained by better organisation of the daily workings of both businesses <b>(L4)</b>.</p>		

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