

# **Leisure Studies**

Advanced GCE A2 H528

Advanced Subsidiary GCE AS H128

## **Mark Schemes for the Units**

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**H128/H528/MS/R/08**

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## G182 Leisure industry practice

Question	Expected Answer
<p><b>1(a)(i)</b>  <b>State two benefits to the staff of Extreme Adventures of having achieved the IIP quality standard.</b></p> <p><b>[2 marks]</b>  <b>[2*1]</b></p>	<p><b>One mark for each correct identification up to a maximum of two identifications.</b></p> <ul style="list-style-type: none"> <li>• Good quality training when required (✓).</li> <li>• Improved job satisfaction (✓).</li> <li>• Better communication (✓).</li> <li>• Career development opportunities (✓).</li> <li>• Better working environment (✓).</li> <li>• Increased responsibility (✓).</li> <li>• Increased involvement (✓).</li> </ul>
<p><b>1(a)(ii)</b>  <b>State two benefits to Extreme Adventure of having achieved this quality standard.</b></p> <p><b>[2 marks]</b>  <b>[2*1]</b></p>	<p><b>One mark for each correct identification up to a maximum of two identifications.</b></p> <ul style="list-style-type: none"> <li>• Improved productivity (✓), profitability (✓) and earnings (✓); by attracting more customers (✓).</li> <li>• Help employees become customer focused (✓).</li> <li>• Improved staff motivation (✓).</li> <li>• Competitive edge (✓).</li> <li>• Public recognition/ corporate image (✓).</li> <li>• Lower staff turnover (✓).</li> </ul>
<p><b>1(b)</b>  <b>Discuss the benefits to Extreme Adventure of using IT-based systems rather than paper-based systems.</b></p> <p><b>[8 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>  <b>Candidate identifies/describes benefits of using IT-based systems rather than paper-based systems.</b></p> <p><b>Level 2: [3-5 marks]</b>  <b>Candidate analyses benefits to Extreme Adventure of using IT-based systems rather than paper-based systems.</b></p> <p><b>Level 3: [6-8 marks]</b>  <b>Candidate evaluates benefits to Extreme Adventure of using IT-based systems rather than paper-based systems.</b></p>

Question	Expected Answer
	<p><b>Benefits – indicative content:</b></p> <ul style="list-style-type: none"> <li>• faster than paper based;</li> <li>• a centralised overview can be taken;</li> <li>• information can be easily accessed to help improve management planning;</li> <li>• can easily be updated;</li> <li>• can be accessed at multiple points;</li> <li>• provides information on demand;</li> <li>• space saving.</li> </ul> <p><b>Exemplar Response:</b></p> <p>Due to the greater speed and storage capacity most organisations chose to have a computerised based system. A computerised system will allow a huge amount of information together (<b>L1</b>) – details of costs, bookings, customers details, although a power cut would make this information inaccessible. If the organisation decided to change the process of activities this could be done at the touch of a button, rather than having to work it out by hand – saving time (<b>L2</b>). The computer system would also mean that more than one member of staff could access the information at one time, and it would be safer than paper based information as security would be provided with pass words etc (<b>L2</b>). Although computerised systems have many positives, they also have areas, which may deter organisations choosing them over paper based. The initial set up cost of a computerised system is much larger than that of a paper based; however in the long term this cost will be paid back through increased efficiency within organisations such as Extreme Adventure, it would ensure that no double bookings could take place (<b>L2</b>) thus ensuring better customer service. (<b>L3</b>).</p> <p>Another downside would be staff training, most people can read and write, however if using an IT based system, staff would have to be trained in its use, again costly in the short term (<b>L2</b>), but once trained staff at Extreme Adventure should be able to use the system to provide accurate and up to date information to both customers and managers (<b>L3</b>). Information used collected on the IT based systems could also be used to help other parts of the organization, such as marketing – using customer details in a mail shot (<b>L2</b>). Although the IT system will cost more initial the benefits in the long run for the organisation would outweigh these (<b>L3</b>).</p>

Question	Expected Answer
<p>1(c) Administration systems such as: booking systems; handling and recording money; stock control; maintenance;</p> <p>are important to any leisure organisation.</p> <p>Assess how the management of Extreme Adventure could use the information gained from two of these systems in its planning and decision-making.</p> <p>[8 marks] Levels</p>	<p>For each system:</p> <p>Level 1: [1-2 marks] Candidate identifies/describes how information from system could be used by Extreme Adventure to assist planning and decision-making.</p> <p>Level 2: [3-4 marks] Candidate analyses/evaluates how information from system could be used by Extreme Adventure to assist planning and decision-making.</p> <p><b>Stock control:</b></p> <ul style="list-style-type: none"> <li>▪ Extreme Adventure could use the information generated from the stock control system to ensure they keep as little stock as possible (L1) as stocks are a cost to the business (L2).</li> <li>▪ The system will also allow Extreme Adventure to work out the value of stock held within the organisation at any point in time (L1).</li> <li>▪ With the information generated from this it would allow them to carry out a stock analysis, such as identifying items that are selling well, and may need extra stock (L1), in the short term or visa versa and need cutting back, providing Extreme Adventure with a good system of ensuring they are using their money to best advantage (L2).</li> </ul> <p><b>Handling and recording money:</b></p> <ul style="list-style-type: none"> <li>▪ When a booking is made and paid for the customer will be issued with a receipt or invoice for the given activity, this provides Extreme Adventure with information regarding usage (L1) that could be used to influence future planning (L2).</li> <li>▪ They will gain information about which activity has been selected (L1), from this they can determine trends in popularity (L1) and take appropriate action such as reducing or marketing a particular activity (L2).</li> <li>▪ Within the payment system coding will allow Extreme Adventure to create an audit trail identifying who took payment (L1), this would help them prevent and investigate possible fraud (L2).</li> <li>▪ Information generated from this system could be used in many ways, daily updates on cash inflow, popularity of activities (L1) whilst safeguarding the organisation and would prove very useful (L2). It will allow the management to gather information on patterns of use which can be used to modify the facilities programme (L2).</li> </ul>

Question	Expected Answer
	<p data-bbox="853 236 1086 263"><b>Booking systems:</b></p> <ul data-bbox="902 268 2074 544" style="list-style-type: none"><li data-bbox="902 268 2074 359">▪ The information from the booking system can provide Extreme Adventure with information that will allow them to organise their resources (L1) so all customer needs are met (L2), and provide them with information about their users (L2).</li><li data-bbox="902 359 2074 422">▪ This information will allow Extreme Adventure to allocate time slots for particular activities (L1), useful when there are limited resources available (L2).</li><li data-bbox="902 422 2074 486">▪ It will also allow them to programme in special events (L1) which may have an impact on the day to day operations of the facility (L2).</li><li data-bbox="902 486 2074 544">▪ It will allow the management to gather information on patterns of use (L1) which can be used to modify the facilities programme (L2).</li></ul> <p data-bbox="853 576 1025 603"><b>Maintenance:</b></p> <ul data-bbox="902 608 2074 911" style="list-style-type: none"><li data-bbox="902 608 2074 699">▪ Extreme Adventure must carry out maintenance to make sure the facility is kept to an acceptable standard. Information from the maintenance system can allow Extreme Adventure to have a planned system of preventative maintenance (L1).</li><li data-bbox="902 699 2074 762">▪ If done in a planned manner it can prevent large bills for the facility if not included in the plan (L2).</li><li data-bbox="902 762 2074 826">▪ The information allows Extreme Adventure to budget for repairs or replacements (L1) without causing unexpected financial problems (L2).</li><li data-bbox="902 826 2074 890">▪ It allows Extreme Adventure to have planned deployment of staff either internal or external on maintenance tasks (L1) at times which would cause least disruption (L2).</li><li data-bbox="902 890 2074 911">▪ Daily or weekly maintenance checks (L1).</li></ul>

Question	Expected Answer
<p>2(a) Analyse how the Disability Discrimination Act (DDA) impacts on an organisation such as Extreme Adventure.</p> <p>[8 marks] Levels</p>	<p><b>Level 1: [1-2 marks]</b> Candidate identifies impacts of the DDA.</p> <p><b>Level 2: [3-5 marks]</b> Candidate describes impacts of the DDA on an organisation such as Extreme Adventure.</p> <p><b>Level 3: [6-8 marks]</b> Candidate analyses impacts of the DDA on an organisation such as Extreme Adventure.</p> <p><b>Impacts – indicative content:</b></p> <ul style="list-style-type: none"> <li>• giving people equal opportunities (staff and customers);</li> <li>• access – ramps, lifts, specialist equipment;</li> <li>• costs to change;</li> <li>• staff development and training.</li> </ul> <p><b>Exemplar Response:</b></p> <p>The DDA’s aim is to ensure that no person is discriminated against on the basis of disability (L1). Extreme Adventure must make changes to their facility where possible to make sure people with disabilities are able to get in (L2). An organisation must not discriminate against anyone based on disability (L1).</p> <p>In order to comply with the DDA Extreme Adventure must first of all understand the requirements of the act. They may need to make a number of modifications, which are seen as reasonable to ensure everyone is able to access the organisation. This may include adding ramps, automatic door and changing things such as lowering the reception desk (L2). They also need to consider things such as how they issue their marketing materials – can their website be read by people with disabilities, do marketing materials come in other formats such as large print and Braille (L2).</p> <p>The day to day impact of the act could be the management having to think about modifications to the building, but also having to think about how they could modify the activities to make them more accessible. The DDA act does throw up a number of problems for Extreme Adventure due to the nature of the service they offer, unlike a traditional leisure facility, many of the activities offered are based in the outdoors and therefore need modifying in other ways, this may be having to look at specially adapted canoes, or climbing equipment (L3).</p>

Question	Expected Answer
<p><b>2(b)</b> Complete the health and safety risk assessment.</p> <p>[8 marks] [8*1]</p>	<p><b>One mark for each correct identification up to maximum of eight identifications.</b></p> <p><b>Severity:</b> If linked to consequence 5 = drowning, otherwise accept anything 3 and under.</p> <p><b>Who is most likely to be harmed:</b></p> <ul style="list-style-type: none"> <li>• person inside the kayak (✓);</li> <li>• anybody doing outdoor activities (✓).</li> </ul> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• drowning (✓);</li> <li>• hypothermia (✓);</li> <li>• dehydration (✓);</li> <li>• disorientation in poor weather (✓);</li> <li>• falling / slipping on the fell – breaking bones (✓).</li> </ul> <p><b>Realistic measure:</b></p> <ul style="list-style-type: none"> <li>• helmets to be worn (✓);</li> <li>• all people using canoe must undergo training (✓);</li> <li>• safety boat to be used whenever groups on the water (✓);</li> <li>• buoyancy aids to be used by all on the water (✓).</li> <li>• correct outdoor clothing to be worn or carried for changes in weather (✓);</li> <li>• all groups on the fell to be accompanied by a suitably qualified leader (✓);</li> <li>• alternative routes to be planned to be used if necessary (✓);</li> <li>• cancel activity (✓).</li> </ul>
<p><b>2(c)(i)</b> State two responsibilities that employees at Extreme Adventure have under the Health and Safety at Work Act.</p> <p>[2 marks] [2*1]</p>	<p><b>One mark for each correct identification up to maximum of two identifications.</b></p> <ul style="list-style-type: none"> <li>• Take sensible care of their own health and safety (✓).</li> <li>• Take reasonable care of others health and safety (✓).</li> <li>• Cooperate with appropriate organisations in regard to health and safety (✓).</li> <li>• Use equipment provided to maintain health and safety (✓).</li> </ul>

Question	Expected Answer
<p><b>2(c)(ii)</b>  <b>State two responsibilities that Extreme Adventure as an employer has under the Health and Safety at Work Act.</b></p> <p><b>[2 marks]</b>  <b>[2*1]</b></p>	<p><b>One mark for each correct identification up to maximum of two identifications.</b></p> <ul style="list-style-type: none"> <li>• To provide equipment that is not a risk to health (✓).</li> <li>• To ensure work systems and practices are safe (✓).</li> <li>• To provide safe storage for substances that could pose a threat to safety and ensure their safe use (✓).</li> <li>• Employers must consult employees about health and safety arrangements (✓).</li> <li>• Employers must prepare a written health and safety statement (✓).</li> <li>• Adequate information about work related hazards and the precautions needed are made available (✓).</li> </ul>
<p><b>3(a)(i)</b>  <b>Name the five stages of the product life cycle as shown on the diagram above.</b></p> <p><b>[5 marks]</b>  <b>[5*1]</b></p>	<p><b>One mark for each correct identification up to a maximum of five identifications.</b></p> <ul style="list-style-type: none"> <li>• Stage 1 – Research/development (✓).</li> <li>• Stage 2 – Introduction (✓).</li> <li>• Stage 3 – Growth (✓).</li> <li>• Stage 4 – Maturity (✓).</li> <li>• Stage 5 – Saturation (✓).</li> </ul>

Question	Expected Answer
<p><b>3(a)(ii)</b>  <b>State at which stage of the product life cycle the aerial ropes course at Extreme Adventure would be placed.</b></p> <p><b>[1 mark]</b>  <b>[1]</b></p>	<p><b>For one mark.</b></p> <p>Stage 1 – Research/development (✓).</p>
<p><b>3(b)</b>  <b>Identify two:</b></p> <p><b>strengths;</b>  <b>weaknesses;</b>  <b>opportunities;</b>  <b>threats;</b></p> <p><b>which are likely to affect Extreme Adventure.</b></p> <p><b>[8 marks]</b>  <b>[8*1]</b></p>	<p><b>One mark for each correct identification up to a maximum of eight identifications.</b></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• reputation (✓);</li> <li>• close to motorway (✓);</li> <li>• local environment (✓);</li> <li>• low staff turnover – less training costs(✓).</li> <li>• wide range of activities (✓).</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• physical location along winding roads (✓);</li> <li>• limited target market (✓);</li> <li>• low staff turnover – limited new ideas (✓);</li> <li>• no online booking (✓);</li> <li>• customer base (✓).</li> </ul> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• expand into other markets – management team building (✓);</li> <li>• expansion into new areas –ropes course (✓);</li> <li>• on line booking (✓);</li> <li>• new IT systems (✓).</li> </ul>

Question	Expected Answer
	<p><b>Threats:</b></p> <ul style="list-style-type: none"><li>• changing demographic pattern (✓);</li><li>• competition (✓);</li><li>• DDA implications (✓);</li><li>• management of schools – less outdoor adventure used following a number of well publicised incidents and deaths (✓);</li><li>• environmental issues (✓);</li><li>• changes in disposable income (✓).</li></ul>

Question	Expected Answer
<p><b>3(c)</b>  <b>Discuss how Extreme Adventure could use pricing strategies as an element of its marketing mix.</b></p> <p><b>[8 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>  Candidate identifies/describes ways in which pricing strategies could be used.</p> <p><b>Level 2: [3-5 marks]</b>  Candidate analyses ways in which pricing strategies could be used by Extreme Adventure as an element of its marketing mix.</p> <p><b>Level 3: [6-8 marks]</b>  Candidate evaluates ways in which pricing strategies could be used by Extreme Adventure as an element of its marketing mix.</p> <p><b>Ways – indicative content:</b></p> <ul style="list-style-type: none"> <li>▪ cost plus pricing;</li> <li>▪ competitive pricing;</li> <li>▪ discount pricing;</li> <li>▪ variable pricing.</li> </ul> <p><b>Exemplar Response:</b></p> <p>Extreme Adventure could use a range of pricing policies to get as many as customers as possible. One method they could use is competitive pricing (L1); they have to compete with other facilities for the school and college business so have to offer a price which is similar to the competition (L1). Getting the pricing policy right determines the long term success of an organisation. Extreme Adventure must make sure it gets its pricing policy right or it could not get enough customers if the price is too high, or may not make sufficient profit if the price is too low (L2). As part of the marketing mix they need to make sure that the offer they make in terms of price is viewed as part of the overall marketing offer. When introducing a new activity such as the ropes course, they could link discount pricing in with the marketing aspect, using the price, product and promotion together to get the best outcome (L2). A range in pricing policies is probably the best option for an organisation such as Extreme Adventure, as they have a wide range of customers. As their largest customer are schools and colleges, they should look at competitive pricing. The reason for this would be that there are many providers who offer similar activities for schools so in order to retain and gain customers they need to remain competitive (L3). However, the downside of this is that they may be cutting their profit margins to remain competitive (L1) and this could affect the overall profitability of the organisation (L3). They could also look at variable pricing (L1), where they can vary price according to customer types, times and days and seasons (L1). This would ensure that they could provide special offers when the off season, again the downside of this could be it reduces profits (L2). They also need to look at pricing as part of the whole picture - is the price charge appropriate to the product offered and the promotion taking place (L3).</p>

Question	Expected Answer
<p>4(a) Explain each of the following terms:</p> <p>creditors as shown on a balance sheet; net profit as shown in a profit and loss account; revenue as shown in a cash flow forecast.</p> <p>[6 marks] [2+2+2]</p>	<p>Up to two marks for each explanation.</p> <p><b>Creditors:</b> These are individuals or organisations (✓) to which a business owes money (✓).</p> <p><b>Net profit:</b> The difference between a business's sales revenue and total costs (✓). The amount of money earned after all expenses, including overhead, employee salaries, manufacturing costs, and advertising costs, have been deducted from the total revenue (✓).</p> <p><b>Revenue:</b> This is the income of an organisation (✓) derived from its main activities (✓), sales (✓), interests (✓), from loans and other investments (✓).</p>

Question	Expected Answer
<p><b>4(b)</b>  <b>Assess the importance of budgeting to a leisure organisation such as Extreme Adventure.</b></p> <p><b>[8 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>  <b>Candidate identifies/describes reasons why important to use budgeting techniques.</b></p> <p><b>Level 2: [3-5 marks]</b>  <b>Candidate analyses the importance of budgeting to a leisure organisation such as Extreme Adventure.</b></p> <p><b>Level 3: [6-8 marks]</b>  <b>Candidate evaluates the importance of budgeting to a leisure organisation such as Extreme Adventure.</b></p> <p><b>Importance of budgeting – indicative content:</b></p> <ul style="list-style-type: none"> <li>▪ financial control;</li> <li>▪ help avoid overspending;</li> <li>▪ used to plan ahead;</li> <li>▪ reduce fraud;</li> <li>▪ motivation of staff.</li> </ul> <p><b>Exemplar Response:</b></p> <p>A budget is a plan that outlines organisations financial or operational goals. It is an action plan. It helps a business allocate resources, evaluate performance, and formulate plans (<b>L1</b>). Budgets are used to help the financial control of businesses; it provides a plan for future operations within a facility (<b>L1</b>). Budgets allow organisations to monitor their cash flow and avoid possible financial difficulties (<b>L1</b>).</p> <p>Budgets could also be used by Extreme Adventure to control its cash flow, an issue for the organisation, ensuring that no one within the organisation overspends by comparing actual figures with budgeted figures (<b>L2</b>). This also allows them to plan for major changes within the organisation (<b>L2</b>). Knowing the exact state of their budgets, and being in control of them, allows Extreme Adventure to take advantage of opportunities that they might otherwise miss (<b>L2</b>). Budgeting is a management tool for controlling and effecting change in an organisation such as Extreme Adventure. Budgeting would force Extreme Adventure to think ahead and plan, without budgeting they may work on a day to day basis, which may happen in a family run business, without anticipating what the future may bring (<b>L3</b>). With this planning and coordination it would mean that all areas of Extreme Adventure would be working together in order to achieve the organisations aims rather than pulling in different financial directions (<b>L3</b>). Budgets and forecasts could be used by Extreme Adventure to find funding. They demonstrate the potential of business to investors and lenders (<b>L2</b>). Although budgets are positive in many ways, they also have limitations. External influences may affect the budget, should an unpredictable event occur this may affect the outcome of the budget (<b>L3</b>). Should the initial objectives for the organisation be over ambitious, then the budgeting that follows on from this may have little or no value (<b>L3</b>).</p>

Question	Expected Answer
<p><b>4(c)</b>  <b>Extreme Adventure has experienced some cash flow problems (see Fig. 2). Analyse the possible reasons for these cash flow problems.</b></p> <p><b>[6 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>  <b>Candidate identifies possible reasons for cash flow problems.</b></p> <p><b>Level 2: [3-4 marks]</b>  <b>Candidate describes possible reasons for cash flow problems in the context of Extreme Adventure.</b></p> <p><b>Level 3: [5-6 marks]</b>  <b>Candidate analyses possible reasons for cash flow problems in the context of Extreme Adventure.</b></p> <p><b>Reasons – indicative content:</b></p> <ul style="list-style-type: none"> <li>▪ costs greater than expected;</li> <li>▪ insufficient cash during the start up period;</li> <li>▪ insufficient revenue;</li> <li>▪ highs and lows in cash flow;</li> <li>▪ poor planning;</li> <li>▪ seasonality of activities;</li> <li>▪ seasonality of groups;</li> <li>▪ discounts to schools.</li> </ul> <p><b>Exemplar Response:</b></p> <p>Cash flow problems are the main reason why businesses fail, often during start up the owner will fail to put in enough cash to meet the needs of a new venture (<b>L1</b>), costs may be higher than anticipated (<b>L1</b>), and revenue low, or intermittent (<b>L1</b>), causing the organisation problems as they have no constant cash flow (<b>L1</b>).</p> <p>Extreme Adventure has cash flow problems due to a number of different reasons. The main reason for cash flow problems is their main customers are school groups, this means they only come at certain times of the year which is when Extreme Adventure will get a large part of their income for the year in a small space of time and have to manage this throughout the year (<b>L2</b>). The other issue with this group is that in order to obtain their custom they have to offer a very competitive rate, which means they are possibly not getting the best rate for the activities offered (<b>L2</b>), so not only are they getting the money at one time it is also at a lower level (<b>L3</b>).</p>

Question	Expected Answer
	<p>A further problem with the customer group being mainly schools is that Extreme Adventure may have become over reliant on the income from this group and feel unable to make changes that would increase the income in case they go elsewhere (L3). Due to the centre being outdoors there is the effect of seasonality on cash flow. They are already affected by the seasonality of school groups working around the school holidays, however the other impact is that as an outdoor centre it remains quieter over the colder winter period, as people are less inclined to visit when it is cold (L3). These issues will continue unless Extreme Adventure looks at modifying its product, maybe offering activities that could be accessed all year round, or that would appeal to a wide customer base (L3).</p>
<p><b>5(a)</b>  <b>Suggest two qualitative methods that Extreme Adventure could use.</b></p> <p><b>[2 marks]</b>  <b>[2*1]</b></p>	<p><b>One mark for each correct identification up to a maximum of two identifications.</b></p> <p>Feedback from customers via:</p> <ul style="list-style-type: none"> <li>• comments card (✓);</li> <li>• post event positive/negative letters (✓);</li> <li>• focus groups, mystery shoppers (✓);</li> <li>• questionnaires or survey (✓);</li> <li>• observation (✓).</li> </ul>

Question	Expected Answer
<p><b>5(b)</b>            Discuss a suitable promotional strategy that Extreme Adventure could develop to encourage greater use of the centre during off peak times.</p> <p><b>[10 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>            Candidate identifies aspects of a promotional strategy.</p> <p><b>Level 2: [3-4 marks]</b>            Candidate describes aspects of a promotional strategy that Extreme Adventure could develop to encourage greater use of the centre during off peak times.</p> <p><b>Level 3: [5-7 marks]</b>            Candidate analyses aspects of a promotional strategy that Extreme Adventure could develop to encourage greater use of the centre during off peak times.</p> <p><b>Level 4: [8-10 marks]</b>            Candidate evaluates aspects of a promotional strategy that Extreme Adventure could develop to encourage greater use of the centre during off peak times.</p> <p><b>Aspects of a promotional strategy – indicative content:</b></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ raise awareness;</li> <li>▪ increase sales;</li> <li>▪ informing customers;</li> <li>▪ motivating people to buy;</li> <li>▪ improving image;</li> <li>▪ attracting new customers;</li> <li>▪ maintaining existing customers.</li> </ul> <p>Methods:</p> <ul style="list-style-type: none"> <li>▪ advertising;</li> <li>▪ direct marketing;</li> <li>▪ public relations;</li> <li>▪ sales promotions.</li> </ul> <p><b>Exemplar Response:</b></p> <p>Promotion is a vital part of the marketing mix, one aim of a promotional strategy is to make people to buy the product or service (L1). To do this they need to do a number of things in order to achieve this aim. Extreme Adventure has a problem with quiet times in the year to overcome this they should look at promoting their products more. Extreme Adventure could use more advertising this would mean that more people would become aware of the product (L2), so increasing the chance of them buying the products / service. (L3)</p>

Question	Expected Answer
	<p>To ensure that Extreme Adventure retain their previous customers they could use direct marketing (L1). This means that information about the new products and services could be sent directly to the customer (L2) – this is beneficial for Extreme Adventure as these people may return again, they could combine this with a sales promotion, reducing the cost of the activity if booked for one of the off peak times, so increasing usage at off peak times (L3).</p> <p>In order to gain new customers they could look at advertising (L1). They need to make sure that the advertising is targeted to get the most from it. One of the main groups is schools and colleges, they could email an advert to schools in the local area, which includes a discount coupon for the school should they book at a quieter time of the year (L2), again increasing usage. Public relations activities such as the open day, would be useful to target previous and new customers, it would allow the organisation to present itself in the best possible light, and book people in at other times of the year (L3). However, should there be an alternative event on the same day, or poor weather this may affect uptake (L3).</p> <p>The best option for Extreme Adventure to increase usage of the centre during the off peak sessions would be to have a promotional strategy that looks at all aspects of the marketing mix (L4). They should carry out market research to collect qualitative and quantitative information customers to find out what their customers want. From this information they could look at modifying the product and services they have on offer, in order to meet needs. They could carry out the promotion in such a way to include a range of techniques and materials, by doing this they are able to target specific groups and ensure the marketing covers a wide but suitable audience. Sales promotions offering discounts may encourage off peak usage, however, this may be costly for the organisation in terms of profit (L4). Direct marketing would allow them to target specific groups who may want to use the centre, however but may be viewed as junk mail and thrown away without reading it (L4). Public relations would be good in terms of image, however, may not result in a huge number of sales as it may be very localised to the facility (L4).</p>

Question	Expected Answer
<p><b>5(c)</b>  <b>Analyse how the Children Act impacts on leisure organisations such as Extreme Adventure.</b></p> <p><b>[6 marks]</b>  <b>Levels</b></p>	<p><b>Level 1: [1-2 marks]</b>  <b>Candidate identifies aspects of Children Act.</b></p> <p><b>Level 2: [3-4 marks]</b>  <b>Candidate describes ways in which Children Act impacts on leisure organisation such as Extreme Adventure.</b></p> <p><b>Level 3: [5-6 marks]</b>  <b>Candidate analyses ways in which Children Act impacts on leisure organisations such as Extreme Adventure.</b></p> <p><b>Aspects of Children Act – indicative content:</b></p> <ul style="list-style-type: none"> <li>▪ adequate social services are accessible;</li> <li>▪ people providing child care and minding are properly qualified and certified;</li> <li>▪ information on child protection is circulated;</li> <li>▪ day care facilities are registered and inspected.</li> </ul> <p><b>Exemplar Response:</b></p> <p>The purpose of the Children Act is to ensure that children are protected (L1). Organisations hosting young children must apply for registration and have qualified staff (L1). Organisations must have proper supervision in place, a system of checks, training for staff and guidelines for staff and children to follow (L1).</p> <p>The Act places particular responsibilities on those with access to children; this is very much the case for Extreme Adventure. Access for adults also has to be carefully controlled, with police checks becoming routine for anyone working with children (L2). Extreme Adventure must ensure all staff working within the organisation have a police check, and this must be completed prior to them starting work, all references and staff records must be check thoroughly (L2). This often takes a long time, and over the last few years there often has been a back log, this means that Extreme Adventure has to plan in advance to always ensure they have sufficient and qualified staff in place (L3).</p> <p>The Children Act places many constraints on the day to day operations of the centre. Extreme Adventure must plan work in order to minimise situations in where abuse could occur (L2). They also need to involve staff in any procedures and training them to supervise or protect children (L2). The impact of this is the cost in both time and money to do the required training (L3). There are set ratios of how many children can be supervised by staff, this impacts on the running of Extreme Adventure, as depending on the age of the customers they may need to increase the number of staff supervising (L3), so they may need to have a larger group of staff to call on. The Children Act also states which records must be kept, such as an accident book. The impact for Extreme Adventure is that they must abide by these or will not be allowed to operate an organisation which offers activities for children (L3).</p>

Question	Expected Answer
	<p>The taking of images which include children is now more strictly controlled, for Extreme Adventure this means that on a day to day basis they need to be aware of who is taking images, for what purpose and do they have parental permission. This means they will have to monitor people taking images within the organisation (L3).</p> <p>The Children Act works in support of Extreme Adventure as it tries to ensure that children in its care are safe, which is good for all concerned. The disadvantage of the act is having to stay up to date with the ever changing legislation and that they have sufficient resources in place to implement it correctly (L3).</p>

## G184 Human resources in the leisure industry

Question	Expected Answer
<p>1(a)(i) State two other reasons why leisure organisations might need to recruit staff.</p> <p>[2 marks]</p> <p>[2*1]</p>	<p>One mark for each correct identification up to a maximum of two identifications.</p> <ul style="list-style-type: none"> <li>• Growth (✓).</li> <li>• Seasonality (✓).</li> <li>• Changing job roles (✓).</li> <li>• Natural wastage (✓).</li> <li>• Internal promotion (✓).</li> <li>• Resignation (✓).</li> <li>• Retirement (✓).</li> <li>• Dismissal (✓).</li> <li>• <b>Paternity cover</b> (✓).</li> </ul>
<p>1(a)(ii) Explain what is meant by the term 'maternity benefits'.</p> <p>[4 marks]</p> <p>[Numerous ways or reaching 4]</p>	<p>Up to four marks for explanation.</p> <ul style="list-style-type: none"> <li>• Given to females expecting a baby (✓+).</li> <li>• Allowed maternity leave both before and after the birth of baby (✓+).</li> <li>• Maternity leave is paid leave (✓+).</li> <li>• The person taking maternity leave is entitled to return to the job at the end of the maternity leave (✓+).</li> <li>• Time off is allowed to attend medical appointments (✓+).</li> <li>• The amount of maternity benefit given is linked to the employee's length of service (✓+).</li> </ul>

Question	Expected Answer
<p><b>1(b)</b>            Discuss how the changing market demand for leisure might affect human resource planning at Thamesbridge City Council's (TCC's) Leisure Services Department.</p> <p>[10 marks]</p> <p>Levels</p>	<p><b>L1: [1-2 marks]</b>            Candidate identifies ways in which the changing demand for leisure might affect human resource planning in any business.</p> <p><b>L2: [3-4 marks]</b>            Candidate describes ways in which the changing market demand for leisure might affect human resource planning at TCC's Leisure Services Department.</p> <p><b>L3: [5-7 marks]</b>            Candidate analyses ways in which the changing market demand for leisure might affect human resource planning at TCC's Leisure Services Department.</p> <p><b>L4: [8-10 marks]</b>            Candidate evaluates ways in which the changing market demand for leisure might affect human resource planning at TCC's Leisure Services Department.</p> <p><b>Exemplar Response:</b></p> <p>Consumers may demand different activities than previously (<b>L1</b>) or may demand activities at different time (<b>L1</b>). There exists a growing demand for the Arts and Heritage leisure sectors in the area which will affect the quantity and quality of staff employed (<b>L2</b>). This shifting pattern of demand may lead the department to transfer staff from one department where demand for leisure is falling, e.g. Sports participation to the Arts and Entertainment department (<b>L3</b>). This may result in the need for retraining of staff, or increased labour turnover, if staff do not wish to be re-deployed, affecting the overall quality of the services offered by the department. The retraining of staff is unlikely to be a huge problem, given that this has been identified as a strength (<b>L4</b>).</p>

Question	Expected Answer
<p>1(c) Discuss how both the high and low rates of labour turnover might affect human resource planning within the Leisure Services Department at TCC.</p> <p>[12 marks]</p> <p>Levels</p>	<p><b>L1: [1-2 marks]</b> Candidate identifies ways in which a high and/or low rate of labour turnover might affect human resource planning in a business, or demonstrates a knowledge of labour turnover</p> <p><b>L2: [3-5 marks]</b> Candidate describes ways in which a high and/or low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC.</p> <p><b>L3: [6-8 marks]</b> Candidate analyses ways in which a high and/or low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC.</p> <p><b>L4: [9-12 marks]</b> Candidate evaluates ways in which a high and low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC.</p> <p><b>Exemplar Response:</b></p> <p>Labour turnover is the amount of staff leaving an organisation over a period of time (L1).</p> <p>Low labour turnover might lead to: poor levels of motivation (L1); fewer opportunities for promotion (L1); lack of training for staff at lower levels (L1).</p> <p>High labour turnover might lead to: poor levels of motivation (L1); need to recruit and select staff (L1); employing staff on temporary contracts (L1).</p> <p>This may affect staff at the newly created Museums and Heritage department, who will have few opportunities for promotion (L2), which will affect, according to Herzberg, their levels of motivation (L3). As a result the department may need to provide other motivational methods for staff, such as training and development (L4). The extent to which they are affected might be dependent on the levels of natural wastage (L4). Higher labour turnover will lead to increased levels of recruitment and selection (L1), which might be a problem in the local area (L2). The might lead to changes in the methods of employment, using more part-time and casual staff to cover for staff who leave (L3). If sufficient numbers of casual staff can be found then the effect of the higher labour turnover might be insignificant (L4).</p>

Question	Expected Answer
<p><b>2(a)</b>  <b>Suggest two suitable external methods of recruitment advertising that could be used for the post of Head of Arts and Entertainment. Explain why each method would be appropriate for this particular post.</b></p> <p><b>[6 marks]</b></p> <p><b>[1+2]*2</b></p>	<p><b>One mark for each correct identification up to a maximum of two identifications plus up to an additional two marks for each of two explanations.</b></p> <ul style="list-style-type: none"> <li>• Professional journals (✓), these have a wide circulation in the leisure industry (✓+) and would have similar level vacancies (✓+).</li> <li>• Specialist leisure recruitment agency (✓), these may have an existing database of suitable applicants (✓+) and can shortlist candidates on behalf of the Leisure Services Department (✓+).</li> <li>• Their own website (✓), this can be linked online to a job description and person specification (✓+) and to an online application process as per their stated intentions (✓+).</li> </ul>

Question	Expected Answer
<p><b>2(b)</b> Analyse the benefits and limitations of introducing an on-line recruitment procedure within the Leisure Services Department of TCC.</p> <p>[6 marks]</p> <p>Levels</p>	<p><b>L1: [1-2 marks]</b> Candidate identifies benefits and/or limitations of introducing an on-line recruitment procedure in a business.</p> <p><b>L2: [3-4 marks]</b> Candidate describes benefits and/or limitations of introducing an on-line recruitment procedure at TCC.</p> <p><b>L3: [5-6 marks]</b> Candidate analyses benefits and/or limitations of introducing an on-line recruitment procedure at TCC.</p> <p><b>Benefits/Limitations – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p>low cost application procedure (L1); no requirement to print and send out application forms etc (L1); applications can be processed quickly on receipt (L1).</p> <p>Limitations: no control over the volume of applications (L1); if potential applicants don't have access to IT (L1); not always possible to assess handwriting (L1).</p> <p>Low cost of on-line procedure (L1) will allow the limited funds available to public sector organisations (L2) to be used for other HR functions, such as training and development which would enhance the customer experience (L3). The inability to restrict the number of applicants (L1) may lead to many applicants as many jobs will be low skilled (L2), wasting time which could be used addressing other issues (L3).</p>

Question	Expected Answer
<p><b>2(c)</b> Evaluate the advantages and disadvantages of internal recruitment to both the Leisure Services Department of TCC and applicants.</p> <p><b>[10 marks]</b></p> <p><b>Levels</b></p>	<p><b>L1: [1-2 marks]</b> Candidate identifies advantages/disadvantages.</p> <p><b>L2: [3-4 marks]</b> Candidate describes advantages/disadvantages of this decision to TCC and/or applicants.</p> <p><b>L3: [5-7 marks]</b> Candidate analyses advantages/disadvantages of this decision to TCC and/or applicants.</p> <p><b>L4: [8-10 marks]</b> Candidate evaluates advantages/disadvantages of this decision to TCC and/or applicants.</p> <p><b>Advantages/Disadvantages – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p>Advantages: low cost (<b>L1</b>); knowledge of applicants (<b>L1</b>); might have a positive motivational effect on existing staff (<b>L1</b>).</p> <p>Disadvantages: current staff might not have the required qualifications, skills and experience as stated in the person specification (<b>L1</b>).</p> <p>Internal recruitment might have a positive motivational effect on staff (<b>L1</b>), which is an existing problem (<b>L2</b>). Promotion is seen as a motivating factor by both Maslow and Herzberg (<b>L3</b>). However this is only one post and temporary (<b>L2</b>) so the overall affect on the department and the staff may be minimal (<b>L4</b>).</p> <p>A disadvantage could be that current staff do not possess the skills and experiences required (<b>L1</b>), this would involve the department in additional training and development, with the additional costs (<b>L3</b>), which should not be too much of a problem given the strength of the training and development scheme (<b>L2</b>). Given the high levels of employment in the locality this might be a good solution for a temporary problem (<b>L4</b>).</p>

Question	Expected Answer
<p>2(d) Assess the impact on leisure organisations of recruiting and selecting poorly performing employees to senior managerial positions.</p> <p>[10 marks]</p> <p>Levels</p>	<p><b>L1: [1-2 marks]</b> Candidate identifies impact on any business of poorly performing employees.</p> <p><b>L2: [3-4 marks]</b> Candidate describes the impact on leisure organisations of poorly performing employees.</p> <p><b>L3: [5-7 marks]</b> Candidate analyses the impact on leisure organisations of poorly performing employees.</p> <p><b>L4: [8-10 marks]</b> Candidate evaluates the impact on leisure organisations of poorly performing employees.</p> <p><b>Impact – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p>cost of the recruitment and selection process should these staff leave the organisation (<b>L1</b>); effect on the motivation of junior employees (<b>L1</b>); effect on the quality of the services provided by the Leisure Services Department (<b>L1</b>); increased need for training and development in order to rectify the situation (<b>L1</b>).</p> <p>Cost and recruitment and selection will increase should staff leave (<b>L1</b>) For employees at a senior managerial levels this is likely to be relatively expensive, as it will require national advertising (<b>L2</b>) and the selection process could be over more than one day (<b>L2</b>). Increased costs will divert funds away from other functions, such as training and development, which is seen as a strength in the organisation and may contribute to the success of the department (<b>L3</b>).</p> <p>The impact may not be seen immediately within the organisation as it has a hierarchical organisational structure, so changes at the top may take time to filter down to the operational levels of the department (<b>L4</b>).</p>

Question	Expected Answer
<p><b>3(a)</b>  <b>Discuss how Megan and the new senior managers could attempt to solve the problems of sickness and absenteeism.</b></p> <p><b>[12 marks]</b></p> <p><b>Levels</b></p>	<p><b>L1: [1-2 marks]</b>  Candidate identifies ways in which the problems of sickness and absenteeism can be addressed.</p> <p><b>L2: [3-5 marks]</b>  Candidate describes ways in which the problems of sickness and absenteeism could be resolved at the Leisure Services Department of TCC.</p> <p><b>L3: [6-8 marks]</b>  Candidate analyses ways in which the problems of sickness and absenteeism could be resolved at the Leisure Services Department of TCC.</p> <p><b>L4: [9-12 marks]</b>  Candidate evaluates ways in which the problems of sickness and absenteeism could be resolved at the Leisure Services Department of TCC.</p> <p><b>Ways in which problems could be solved – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p>have clear reporting procedures for staff to follow when they are sick or absent from work (L1);  ensure that all absences are monitored correctly (L1);  interview staff on their return to work (L1);  could make use of occupational health (L1);  use the appraisal system to try and minimise the problem via action plans and target setting (L1).</p> <p>Having a clear reporting system for staff to follow on return to work (L1). This could be linked to the effective appraisal scheme which exists (L2). Agreed targets could be set during the appraisal covering sickness and absenteeism rates (L3). However as the appraisal is likely to only be carried out annually, the effect may only be marginal (L4).</p> <p>Staff could be interviewed on their return to work (L1). This might have an immediate effect on the problem (L2) for those cases that are genuine and may have an effect on staff that are not part of the problem (L3). However, it may be seen an authoritarian approach to management and might lead to further demotivation of staff and increases in sickness (L4).</p>

Question	Expected Answer
<p><b>3(b)</b> Evaluate the extent to which different management styles might resolve the human resource issues that exist within the Leisure Services Department of TCC.</p> <p>[12 marks]</p> <p>Levels</p>	<p><b>L1: [1-2 marks]</b> Candidate identifies features of certain management/leadership style(s).</p> <p><b>L2: [3-5 marks]</b> Candidate describes how different management styles might resolve human resource issues within the Leisure Services Department of TCC.</p> <p><b>L3: [6-8 marks]</b> Candidate analyses how different management styles might resolve human resource issues within the Leisure Services Department of TCC.</p> <p><b>L4: [9-12 marks]</b> Candidate evaluates how different management styles might resolve human resource issues within the Leisure Services Department of TCC.</p> <p><b>How management styles can resolve human resource issues – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p>Authoritarian management, in which communication tends to be one-way (<b>L1</b>) could use a rewards system for good work behaviour and performance. This could be linked to financial rewards for attendance (<b>L2</b>). The clear lines of communication associated with this style could result in the effective communication of the departments objectives and targets, a current weakness (<b>L2, L3</b>).</p> <p>However, it could result in further frustration and resentment as this style is dependent on the manger, but may be effective for those lower level employees who may be more motivated by financial rewards (<b>L4</b>).</p> <p>A democratic style of management (<b>L1</b>) involving two way communication may resolve some of the issues surrounding the low motivation of staff (<b>L2</b>), as according to motivation theories of Maslow and Herzberg participation in decision-making will motivate employees (<b>L3</b>), which in turn may help the sickness and absenteeism that affects the department. However the extent to which this solves the problems may be limited depending on the methods of employment used and on whether the decision-making is truly democratic, or merely paternalistic, with the decisions still being made at the top (<b>L4</b>).</p>

Question	Expected Answer
<p>4(a) What is meant by each of the following terms: training? development? [2 marks] [2*1]</p>	<p>For one mark in each case.</p> <p>Training – the provision of specific work-related education (✓), which could be either on-the-job (✓) or off-the-job (✓).</p> <p>Development – more general learning activities (✓) directed at meeting the future personal career needs of the employee (✓).</p>

Question	Expected Answer
<p><b>4(b)</b>  <b>Assess the advantages and disadvantages of investing in employees through training and development.</b>  <b>You should refer to a leisure organisation you have studied or with which you are familiar.</b></p> <p><b>[12 marks]</b></p> <p><b>Levels</b></p>	<p><b>L1: [1-2 marks]</b>  Candidate identifies advantages and/or disadvantages of investing in employees through training and development in any business.</p> <p><b>L2: [3-5 marks]</b>  Candidate describes advantages and/or disadvantages of investing in employees through training and development at TCC.</p> <p><b>L3: [6-8 marks]</b>  Candidate analyses advantages and/or disadvantages of investing in employees through training and development at TCC. Lower half of mark band if candidate only analyses advantages or disadvantages.</p> <p><b>L4: [9-12 marks]</b>  Candidate evaluates advantages and/or disadvantages of investing in employees through training and development at TCC.</p> <p><b>Advantages/Disadvantages – indicative content:</b></p> <p><b>Exemplar Response:</b></p> <p><b>Advantages:</b>  lower staff turnover (L1);  lower recruitment and selection costs (L1);  training and development allows the organisation to respond to current trends in the leisure market and this remain competitive (L1);  lead to higher levels of motivation (L1).</p> <p><b>Disadvantages:</b>  trained staff may leave the organisation for better jobs (L1);  trained staff may expect higher financial rewards and promotion which might not be possible in the organisation (L1);  training and development might be expensive and take funds away from other areas (L1).  Training and development allows the organisation to respond to the ever changing trends in leisure participation (L1). In a large multi-functional department (L2) it may allow the transfer of staff between roles within a department and allow staff to transfer between department This will save on the expense of recruiting staff at the same time as potentially making some staff redundant (L3).  However a limitation is that of labour market failure (L1). In these circumstances other leisure organisations, especially those in the private sector (L2), may refrain from training their own staff, instead poaching well trained staff from organisations that do provide training and development (L3). This will result in wasting resources in training workers, tempting them to stop providing training opportunities for staff and may consider it more cost-effective to hire trained staff on higher salaries (L4).</p>

Question	Expected Answer
<p>4(c) Suggest two items of advice which should be given to managers conducting staff appraisal interviews.</p> <p>[2 marks]</p> <p>[2*1]</p>	<p>One mark for each correct identification up to a maximum of two identifications.</p> <ul style="list-style-type: none"><li>• Give adequate notice to allow the employee to prepare (✓).</li><li>• Choose somewhere quiet for the meeting (✓).</li><li>• Prepare carefully for the appraisal (✓).</li><li>• Start the interview by recapping targets agreed previously (✓).</li><li>• Be positive about the process (✓).</li></ul>

# Grade Thresholds

GCE Leisure Studies (H128/H528)  
June 2008 Examination Series

## Coursework Unit Threshold Marks

Unit		Maximum Mark	A	B	C	D	E	U
G180	Raw	50	42	37	32	27	23	0
	UMS	100	80	70	60	50	40	0
G181	Raw	50	42	37	32	27	23	0
	UMS	100	80	70	60	50	40	0
G183	Raw	50	42	37	32	27	23	0
	UMS	100	80	70	60	50	40	0
G185	Raw	50	42	37	32	27	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	80	72	64	56	48	0
	UMS	100	80	70	60	50	40	0
G184	Raw	100	81	71	61	52	43	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):

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>U</b>
1.94	11.65	31.31	52.67	75.00	100
There were 468 candidates aggregating this series.					

Advanced GCE (H528):

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>U</b>
2.72	18.68	45.91	72.37	93.39	100
There were 294 candidates aggregating this series.					

For a description of how UMS marks are calculated see:

[http://www.ocr.org.uk/learners/ums\\_results.html](http://www.ocr.org.uk/learners/ums_results.html)

Statistics are correct at the time of publication.

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