

# **Leisure Studies**

Advanced GCE

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

## **Mark Scheme for January 2013**

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All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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## Annotations

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

Question		Answer	Marks	Guidance	
				Content	Levels of response
1	(a)	<p>Part time employment is employment in which an individual works a limited number of hours, less than full time hours during the working week.</p> <p><b>Credit for 'working less hours than full time – under 37'</b></p>	1	For one mark.	
	(b)	<ul style="list-style-type: none"> <li>• work around other responsibilities and commitments so not fully committed</li> <li>• more flexible to meet seasonal needs</li> <li>• less communication with the organisation</li> <li>• might affect motivation</li> <li>• only paying staff when needed</li> <li>• difficult to plan seasonal staff in particular students due to changing lives</li> </ul> <p><b>Level 2 (5–8 marks)</b> Casual staff are staff employed just for a particular period of time, usually when the organisation is experiencing increased demand.</p> <p>Organisations benefit from employing casual staff as the staff are needed only for that time period and, therefore, do not have to be paid during the quieter periods of the year, so saving on direct staffing costs. However, the disadvantages of casual staff are that year on year different staff may be recruited, and all have to be trained in the ways of the organisation so increasing training costs. As they are only there on a temporary basis commitment may be lacking and levels of absenteeism and sickness may be higher than among the permanent staff. Customer service could be potentially at a lower level due to a 'don't care' attitude as they have no long term commitment. Overall casual staff are beneficial to a leisure</p>	8	<p><b>Level 2 (5–8 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of how casual staff both have benefits and drawbacks. Candidate effectively evaluates the impact of casual staff in terms of advantages and disadvantages to Gyms. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 1 (1–4 marks)</b> Candidate identifies/describes casual staff. Information may be in the form of a list of advantages and disadvantages. Candidates will include explanations of possible impacts in terms of drawbacks and benefits which may be done with some success. In the most</p>	<p><b>Level 2 (5–8 marks)</b> Identification/description implied/assumed. Explanation/analysis/ comparison of more than one point/both sides – 5–6 marks. An evaluation/judgement without overall conclusion/ prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p> <p><b>Level 1 (1–4 marks)</b> List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>organisation as it allows it to be flexible; however, all areas of work should be monitored for quality.</p> <p><b>Level 1 (1–4 marks)</b> Casual staff are staff employed just for a particular period of time, usually when the organisation is experiencing increased demand. This time period can usually be anticipated as it often forms a trend year on year.</p> <p>Organisations benefit from employing casual staff as the staff are needed only for that time period and, therefore, do not have to be paid during the quieter periods of the year. Due to only being there for a short period of time, they may not feel committed to the organisation and not work as well as they possibly could.</p>		<p>part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(c)	<p>Benefits to employer:</p> <ul style="list-style-type: none"> <li>• Better health of staff</li> <li>• Less stress</li> <li>• A better quality of life</li> <li>• Retaining earning capability</li> <li>• More effective time management</li> <li>• Choice of working patterns.</li> </ul> <p>Benefits to employees:</p> <ul style="list-style-type: none"> <li>• Better health of staff</li> <li>• Less stress</li> <li>• A better quality of life</li> <li>• Allows other elements of life to be included</li> <li>• Can work around childcare.</li> </ul> <p><b><i>If the +/- of a range of employment types is discussed (FT,PT, casual, seasonal) response must be linked back to the benefits to the employer and employee</i></b></p> <p><b>Level 3 (7–10 marks)</b> A system of flexible working hours gives employees some choice over the actual times they work their contracted hours. Such a system can be a good way of recruiting and retaining staff – since it provides an opportunity for employees to work hours consistent with their other commitments. Flexibility can offer the staff more opportunities, in that they can decide which days of the week to work, whether full time, part time and back again or job share, which may fit into their lifestyle. The downside of flexible working is that employees have to be willing to become flexible, and are able to move from job to job, so they no longer may specialise in one job but become</p>	10	<p><b>Level 3 (7–10 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of a flexible workforce. Candidate effectively discusses the features of promotion strategies. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 2 (4–6 marks)</b> Candidates will show an understanding of the question and include explanations of the benefits of a flexible workforce. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 3 (7–10 marks)</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p> <p><b>Level 2 (4–6 marks)</b> No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 1 (1–3 marks)</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>staff who have a range of jobs. Although this allows for full utilisation of staff some staff may not feel comfortable working in this manner. With flexibility of staff comes a flexibility of salary, so wages may increase and decrease as work is available or not – again some staff may not feel comfortable with this making it difficult to recruit staff, but this would save the organisation money. A flexible workforce allows an organisation and an individual much more freedom, a freedom which does take careful management and work; however, in the long run it can be said to be beneficial to all parties involved.</p> <p><b>Level 2 (4–6 marks)</b> Flexibility can offer the staff more opportunities, in that they can decide which days of the week to work, whether full time, part time and back again or job share, which may fit into their lifestyle. A system of flexible working hours gives employees some choice over the actual times they work their contracted hours. Such a system can be a good way of recruiting and retaining staff – since it provides an opportunity for employees to work hours consistent with their other commitments. Although offering more it may restrict the running of the facility, and would need careful management to ensure staffing levels are always correct. In terms of administration it will place a greater burden on the organisation, however, it could be said that a flexible workforce would remain low so reducing the staff turnover. It could be said that a flexible workforce does benefit everyone.</p>		<p><b>Level 1 (1–3 marks)</b> Candidate identifies/describes the benefits of using a flexible workforce. Information may be in the form of a list of advantages. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question			Answer	Marks	Guidance	
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			<p><b>Level 1 (1–3 marks)</b>            A flexible workforce is one which allows, encourages employees to know and work or variety of different jobs and duties to allow flexibility in the workplace. A flexible workforce allows a business to expand and contract quickly in response to changes in demand for its products; in the case of the Gymtime, seasonality and weekly demand. A system of flexible working gives employees some choice over the actual times they work their contracted hours. Such a system can be a good way of recruiting and retaining staff – since it provides an opportunity for employees to work hours consistent with their other commitments.</p>			

Question		Answer	Marks	Guidance	
				Content	Levels of response
2	(a)	<ul style="list-style-type: none"> <li>• Qualifications</li> <li>• Experience</li> <li>• Skills</li> <li>• Essential criteria</li> <li>• Desirable criteria</li> <li>• Personal fitness</li> </ul>	3	One mark for each correct identification up to a maximum of three identifications.	
	(b)	<p><b>Level 2 (5–8 marks)</b> One advantage of using these tests is that it improves the efficiency of the recruitment process by identifying the most suitable candidates early on in the recruitment process, thereby reducing the time and money spent on unsuitable candidates. Key areas may included in the tests may include:</p> <ul style="list-style-type: none"> <li>• Relationships with people (eg sociability or influence)</li> <li>• ‘Thinking style’ (planning, creativity, analysing etc)</li> <li>• Feelings and emotions (eg vigour or tendency to worry).</li> </ul> <p>A job interview is not a particularly natural situation; a psychometric assessment tool can help an employer evaluate a candidate in a more objective way. They are easy to administer to a group of people at once so saving on costs. The biggest drawback is that no assessment is perfect. It is not impossible for a dishonest candidate to lie on a psychometric assessment and skew the results. People are constantly changing, and the events of their lives skew their interests, aptitudes and personalities. There is no way to know that the person who takes a</p>	8	<p><b>Level 2 (5–8 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of how psychometric tests have benefits and drawbacks. Candidate effectively evaluates the impact of tests in terms of advantages and disadvantages to Gymtime. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 1 (1–4 marks)</b> Candidate identifies/describes psychometric testing. Information may be in the form of a list of advantages and disadvantages. Candidates will include explanations of possible impacts in terms of drawbacks and benefits which may be done with some success. In the most</p>	<p><b>Level 2 (5–8 marks)</b> Identification/description implied/assumed. Explanation/analysis/ comparison of more than one point/both sides – 5–6 marks. An evaluation/judgement without overall conclusion/ prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p> <p><b>Level 1 (1–4 marks)</b> List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p>

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			<p>psychometric assessment test in February will fit the same profile in December or in future years.</p> <p><b>Level 1 (1–4 marks)</b>            Psychometric testing provides a way of ensuring the best candidates are selected by assessing their ability and preferred behavioural styles. One advantage of using these tests is that it improves the efficiency of the recruitment process by identifying the most suitable candidates early on in the recruitment process, thereby reducing the time and money spent on unsuitable candidates. The biggest drawback is that no assessment is perfect. It is not impossible for a dishonest candidate to lie on a psychometric assessment and skew the results.</p>		<p>part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>0 marks</b>            No response or no response worthy of credit.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(c) (i)	Voluntary redundancy is when an individual chooses to put themselves forward for redundancy, whereas compulsory redundancy is where an individual is made redundant against their choice, but after a correct process has been followed.	2	One mark for each difference shown up to two marks.	
	(ii)	<p><b>Level 2 (5–8 marks)</b> A genuine redundancy arises only when either there has been or there is going to be:</p> <ul style="list-style-type: none"> <li>• a cessation of business</li> <li>• a cessation of business at the employee's site</li> <li>• a reduction or cessation of work.</li> </ul> <p>If organisations fail to consult employees – and their representatives, if applicable – in a redundancy situation, the redundancy dismissals will almost certainly be unfair. When redundancies are being considered, it is important to inform and consult affected employees. The most effective way to do this is to write a consultation letter to staff to explain the situation and to invite their feedback.</p> <p>The selection process must be fair, and should be clearly documented. It is important to remember that roles are made redundant not people – once determined that a role is no longer required, then the selection process (of employees within those roles) should be selected. The selection criteria can include employee performance, sickness record, attendance and other elements, but needs to be applied fairly to ensure that no one can claim they have been unfairly treated.</p>	8	<p><b>Level 2 (5–8 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of how the redundancy process works. Candidate effectively evaluates the importance of doing the process correctly at Gymtime. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 1 (1–4 marks)</b> Candidate identifies/describes the redundancy process. Information may be in the form of a list stages. Candidates may include explanations of the different stages. In the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 2 (5–8 marks)</b> Identification/description implied/assumed. Explanation/analysis/ comparison of more than one point/both sides – 5–6 marks. An evaluation/judgement without overall conclusion/ prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p> <p><b>Level 1 (1–4 marks)</b> List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p>

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			<p><b>Level 1 (1–4 marks)</b> A genuine redundancy arises only when either there has been or there is going to be:</p> <ul style="list-style-type: none"> <li>• a cessation of business</li> <li>• a cessation of business at the employee's site</li> <li>• a reduction or cessation of work.</li> </ul> <p>If organisations fail to consult employees – and their representatives, if applicable – in a redundancy situation, the redundancy dismissals will almost certainly be unfair. At all stages everyone should be involved in discussions about the redundancy. The process must be applied fairly to all involved at all stages.</p>		<p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
3	(a)	<ul style="list-style-type: none"> <li>improved productivity – staff are more confident and competent and less likely to make mistakes and complete tasks faster and more efficiently</li> <li>improved job satisfaction. Less stressful work environment, lower labour turnover</li> <li>better communication. When everyone is involved in setting the targets for an organisation they know what they are doing and therefore the communication improves in the organisation</li> <li>career development opportunities. With more personal development people have the opportunity to gain more qualifications and therefore a better qualified staff</li> <li>better working environment. If staff are comfortable and feel competent doing their role, the working environment will be less stressful</li> <li>increased involvement. Staff will feel more involved and show a bigger commitment to the organisation possibly reducing staff turnover.</li> <li>Use of logo for promotion. Will show that they invest in training their staff and therefore the quality of the product may be better than other gyms.</li> </ul>	4	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two descriptions.</p> <p>(1+1x2)</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)	On-the-job training is training which occurs whilst an individual is in the workplace, often shadowing another individual or using the normal day to day items and procedures in the training; whereas off-the- job training is usually done away from the place of employment or work by a trainer or individual not necessarily someone at the organisation.	2	Up to two marks. One mark for each difference shown up to a max 2 marks	
	(c)	Staff at Gymtime must stay up to date with ICT technology and software as failure to do so could give competitors an advantage over them. Much of the equipment used in the leisure facility will be technology based and staff must be aware how to use this correctly if they are to pass on this knowledge to customers. Failure to be aware of how to operate and use equipment effectively could result in poor customer service which may effect the organisation negatively.	2	1 mark for relevant point plus one mark for accurate explanation of point	

Question		Answer	Marks	Guidance	
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	(d)	<p>Indicative content:</p> <p>The Working Time Regulations set:</p> <ul style="list-style-type: none"> <li>• a limit on average weekly working time to 48 hours (though individuals can choose to work longer)</li> <li>• a limit on night workers' average normal daily working time to 8 hours</li> <li>• a requirement to offer health assessments to night workers</li> <li>• minimum daily and weekly rest periods</li> <li>• rest breaks at work</li> <li>• paid annual leave.</li> </ul> <p>Exemplar response:</p> <p><b>Level 2 (4–6 marks)</b>  The Working Time Directive places a limit on average weekly working time to 48 hours – upper limit, although individuals can choose to work longer. This means that organisations such as Gymtime may have to employ more staff to ensure all the working hours and break periods are covered. This would cost the organisation time and money – initially through recruitment of additional staff, but also through training as the additional staff may need to be trained in order to do the job. Using a number of staff also means that quality may be variable as consistency is generally easier to maintain with a smaller team. As a leisure centre it needs to ensure the staff have sufficient hours to cover the session times as changes of staff could affect the health and safety of the activity – a prime</p>	6	<p><b>Level 2 (4–6 marks)</b>  Candidate will show a clear understanding of the question and include detailed identification and explanation of how the Working Time Regulations impact on an organisation such as Gymtime. Candidate effectively discusses the impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 1 (1–3 marks)</b>  Candidate identifies/describes how the Working Time Regulations impact on an organisation such as Gymtime. Information may be in the form of a list of impacts. Candidates will include explanations of possible impacts which may be discussed with some success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 2 (4–6 marks)</b>  No list – must be at least 'describe'  Description only – 4 marks  Explanation/analysis – 5 marks  Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 1 (1–3 marks)</b>  List – maximum 2 marks  2 identifications plus one description – 3 marks  2 identifications and unsupported judgement – 3 marks</p>

Question			Answer	Marks	Guidance	
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			<p>concern in this industry. The Working Time Directive should mean that the staff are happier and have a more scheduled week of work; however, it may prove costly to the organisation.</p> <p><b>Level 1 (1–3 marks)</b>            The Working Time Directive places a limit on average weekly working time to 48 hours – upper limit, although individuals can choose to work longer. This means that organisations such as Gyms may have to employ more staff to ensure all the working hours are covered, but without breaking this regulation or it could have legal action taken against them.            To get more people means recruiting more staff, which could cost in both time and money.</p>			

Question		Answer	Marks	Guidance	
				Content	Levels of response
4	(a)*	<p><b>Level 3 (9–12 marks)</b> Teamworking can increase product quality, encourage product innovation and make team members more autonomous and accountable. The varying skills of team members can better support the introduction of new working methods and set ups as is the case with Gymtime. Teamwork can also boost employee morale, motivation, commitment and encourage employees to work collaboratively and share their skills and knowledge; This allows the staff at Gymtime to feel they are growing as individuals and will boost confidence, which may be low after a redundancy process. As well as improving productivity, teamworking can maximise team members' strengths, improve delegation and reduce some levels of management. A team which communicates together is more likely to do the things necessary to be successful. Success brings about pride and this motivates individuals. However, one of the downsides is that the responsibility given to the team can be demotivating if the results of failure are too great. If the organisation, for example, has a history of punishing mistakes, then the giving of responsibility to a team could be viewed more as a negative. The short-term performance may be good for Gymtime due to fear as a motivator, but is hard to maintain in the long run.</p> <p>However as Gymtime has been through some major changes of late, the use of teamwork will help to bring together employees from two different organisations and set common goals. Though working together these staff should bond, and feel more committed to the organisation's common goal, making team work a good motivator.</p>	12	<p><b>Level 3 (9–12 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of key ways in which teamwork can be used as a motivational technique. Candidate effectively draws valid conclusions about how teamwork could be used. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately.</p> <p><b>Level 2 (5–8 marks)</b> Candidate describes how Gymtime could use teamwork as a motivational technique. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant.</p>	<p><b>Level 3 (9–12 marks)</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks An evaluation/judgement without overall conclusion/prioritisation – 11 marks With overall supporting conclusion – 12 marks</p> <p><b>Level 2 (5–8 marks)</b> No list – must be at least 'describe' Description only – 5 marks Explanation/analysis – 6 or 7 marks Evaluative comment (because.... means that....) –8 marks</p> <p><b>Level 1 (1–4 marks)</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement –4 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p><b>Level 2 (5–8 marks)</b> Team working is relevant to businesses of all sizes and sectors. Team working involves working cooperatively and making use of individual strengths within a group to achieve a common goal. Teamworking can increase product quality, encourage product innovation and make team members more autonomous and accountable. The varying skills of team members can better support the introduction of new working methods and set ups as is the case with Gymtime. Teamwork can also boost employee morale, motivation, commitment and encourage employees to work collaboratively and share their skills and knowledge; This allows the staff at Gymtime to feel they are growing as individuals and will boost confidence, which may be low after a redundancy process. As well as improving productivity, teamworking can maximise team members' strengths, improve delegation and reduce some levels of management. A team which communicates together is more likely to do the things necessary to be successful, success brings about pride and this motivates individuals. Therefore, teamwork would be appropriate for Gymtime.</p> <p><b>Level 1 (1–4 marks)</b> Teamwork is work performed by a group of people towards a common goal. Motivation is what drives an individual to do something. Motivation is more likely when employees believe that the company is a good place to work and that they are a part of the team. As Gymtime has undergone changes of late the use of teamwork would allow individuals to bond together and feel part of the team, more settled and more likely to</p>		<p>The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p><b>Level 1 (1–4 marks)</b> Candidate identifies/describes how Gymtime could use teamwork as a motivational technique. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question			Answer	Marks	Guidance	
					Content	Levels of response
			work towards achieving the organisational goals, so it should use it to motivate staff.			

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)	<p><b>Level 3 (7–10 marks)</b> Target setting is a method through which a goal for an individual or team is laid down and performance is measured against its achievement. To monitor and assess how employees are performing, it is useful to have quantifiable performance targets. A manager should be ambitious and aim high when setting targets for staff. Challenging yet achievable goals are essential to keep employees motivated to improve performance and maintain high standards and help assess staff against defined objectives. Reviewing targets allows Gymtime to give constructive feedback and to praise staff for their good work, which in turn will make them feel valued. It also offers the opportunity to address any problems, discuss apparent weaknesses and find solutions – eg additional training Personal targets are easier to monitor than team targets, and this should be considered when setting team target, where all parts of the whole should be able to be monitored. Individual and team targets would be useful to monitor performance; however time, and consideration need to be put into the targets initially, and the method for monitoring to be clear for all. Team targets are more difficult to monitor but can provide excellent motivation to staff, something which Gymtime needs at this present time.</p> <p><b>Level 2 (4–6 marks)</b> Target setting is a method through which a goal for an individual or team is laid down and performance is measured against its achievement. To monitor and assess how employees are performing, it is useful to have quantifiable performance targets.</p>	10	<p><b>Level 3 (7–10 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of individual and group target setting. Candidate effectively discusses the benefits of using these to monitor performance. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 2 (4–6 marks)</b> Candidates will show an understanding of the question and include explanation of the use of target setting to monitor performance. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 3 (7–10 marks)</b> Identification/description implied/assumed Explanation/analysis/ comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/ prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p> <p><b>Level 2 (4–6 marks)</b> No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 1 (1–3 marks)</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p>

Question		Answer	Marks	Guidance	
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		<p>This will help ensure Gymtime's employees understand what is expected of them and how they will be measured. In having targets it also helps them do their role as they have a clear vision of what is expected of them. When setting targets for the whole team, organisations need to think about the contribution each team member must make and how these contributions can be measured. Conflict may arise if one member of the team fails to meet their target and affects the whole team. Individual contributions towards a team target should also be measurable to remove this issue.</p> <p><b>Level 1 (1–3 marks)</b> Target setting is a method through which a goal for an individual or team is laid down and performance is measured against its achievement. To monitor and assess how employees are performing, it is useful to have quantifiable performance targets. This will help ensure Gymtimes employees understand what is expected of them and how they will be measured. In having targets it also helps them do their role as they have a clear vision of what is expected of them.</p>		<p><b>Level 1 (1–3 marks)</b> Candidate identifies/describes target setting. Information may be in the form of a list. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
5	(a)	<p><b>Level 3 (9–12 marks)</b> In the case of Gymtime a geographically dispersed organisation, a centralised approach will be suitable. It is a relatively small organisation with outlets in three regions, so could still have decisions made at head office and implemented across the regions through the area managers. The most apparent advantages of centralisation to Gymtime are an organisation's ability to closely control operations, provide a uniform set of policies, practices and procedures throughout the organisation, and better use the knowledge of centralised experts. In a small organisation, operations are likely to be not as diversified, and top management may realistically possess the skills and expertise required to manage all areas of business. In such a centralised environment, actions of individuals are also better aligned with management's prescribed policies, as the rules emanate from a single source, and there is little ambiguity. This approach would reduce some staffing need and ensure that the approach across all of the organisations would be identical, so ensure the brand is consistent making it suitable for Gymtime.</p> <p><b>Level 2 (5–8 marks)</b> An organisational structure is the pattern or arrangement of jobs and groups of jobs within an organisation. An organisation's structure and its degree of centralisation depends on a number of factors, including the size of the organisation and its geographical location. In a large organisation, it may become impractical to concentrate power and decision-making authority at the top. In the case of</p>	12	<p><b>Level 3 (9–12 marks)</b> Candidate will show a clear understanding of the question and will provide a detailed discussion of the appropriateness of a centralised structure for Gymtime. In doing so the candidate may discuss in detail the strengths and weaknesses of a centralised structure in order to come to a sound conclusion as to whether or not a centralised structure is appropriate for Gymtime. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately.</p> <p><b>Level 2 (5–8 marks)</b> Candidate describes how the structure will benefit Gymtime. The candidate may consider the strengths and weaknesses of a centralised structure. Candidates will show an understanding of the question</p>	<p><b>Level 3 (9–12 marks)</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks An evaluation/judgement without overall conclusion/prioritisation – 11 marks With overall supporting conclusion – 12 marks</p> <p><b>Level 2 (5–8 marks)</b> No list – must be at least 'describe' Description only – 5 marks Explanation/analysis – 6 or 7 marks Evaluative comment (because.... means that....) – 8 marks</p> <p><b>Level 1 (1–4 marks)</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 4 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>Gymtime a geographically dispersed organisation, a centralised approach will suitable. They are a relatively small organisation with outlet in three regions, so could still have decisions made at head office and implemented across the regions through the area managers. This approach would reduce some staffing need and ensure that the approach across all of the organisations would be identical, so ensure the brand is consistent.</p> <p><b>Level 1 (1–4 marks)</b> An organisational structure is the pattern or arrangement of jobs and groups of jobs within an organisation. In a centralised organisational structure, decision-making authority is concentrated at the top, and only a few people are responsible for making decisions and creating the organisation's policies. In the case of Gymtime, decisions could be taken at the head office and passed out to the three regions, so a centralised approach would be appropriate.</p>		<p>and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p><b>Level 1 (1–4 marks)</b> Candidate shows some understanding of what a centralised organisational structure is. The candidate may make an unsupported judgement as to whether or not it is an appropriate structure for Gymtime. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
	(b)	<ul style="list-style-type: none"> <li>organisational structures</li> <li>response to customer needs</li> <li>levels of motivation</li> <li>staff turnover</li> <li>sickness rates and absenteeism.</li> </ul>	2	One mark for each correct identification up to a maximum of two identifications.	
	(c)	<p><b>Level 3 (7–10 marks)</b> Human resource planning allows Gymtime to take into account issues such as the economic climate, skills shortage, location issues and consumer trends in order to:</p> <ul style="list-style-type: none"> <li>assess future recruitment needs</li> <li>anticipate and possibly avoid redundancies</li> <li>formulate training programmes</li> <li>develop a promotion and career development policy including succession planning</li> <li>keep staff costs to a minimum to be competitive.</li> </ul> <p>Uncertainty in the economy might lead to a more flexible workforce being employed, changing the methods of employment used at Gymtime, allowing it to increase and decrease the number of staff to match the demand for the services offered. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. As customer numbers rise and fall, the number of staff rises and falls. With the economy in a weak position people may decide Gymtime would be a luxury and, therefore, may choose not to do it. The impact of this is less staff are needed to provide services and so would need to be reduced.</p>	10	<p><b>Level 3 (7–10 marks)</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of an appropriate external issue at both national and local level. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Level 2 (4–6 marks)</b> Candidates will show an understanding of the question and include explanation of the external issue. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p><b>Level 3 (7–10 marks)</b> Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p> <p><b>Level 2 (4–6 marks)</b> No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p><b>Level 1 (1–3 marks)</b> List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>Due to changes in the economy staff may choose to work elsewhere so it might need to improve their remuneration packages to attract staff to Gymtime. Falling and increasing interest rates will have an effect on costs, therefore, it might impact on finance for labour cost and training. Uncertainty might lead to a more flexible workforce being employed, changing the methods of employment used at Gymtime. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers.</p> <p><b>Level 2 (4–6 marks)</b> The economy if strong may result in high employment levels in the region. Due to this Gymtime may have to show an increase in remuneration packages to attract people to come to work at the facility. Extra remuneration may also be true because of its location, and the competition for staff. Falling and rising interest rates will have an effect on costs, therefore, it might impact on finance available for labour costs and training. The changes in interest rates and inflation may also affect the amount of disposable income available to customers – as these rise disposable income is reduced and luxuries such as visits to facilities such as a leisure facility may be reduced resulting in the need for less staff. However, with more people trying to stay healthy Gymtime may have to employ more staff and, therefore, may have to recruit more.</p>		<p><b>Level 1 (1–3 marks)</b> Candidate identifies/describes an external issue that effects Gymtime. Information may be in the form of a list. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p>	

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p><b>Level 1 (1–3 marks)</b>            Human resource planning is a way in which organisations to plan for their needs in the future in terms of staffing. An increase in business may see an increase in staffing, whereas a decrease in business may see a decrease in the number of staff needed. The number of customers an organisation has will have a direct impact on the number of people an organisation needs and therefore, how many staff it needs to plan for through human resource planning.</p>			

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