

Cambridge Technicals Sport

Unit 21: The business of sport

Level 3 Cambridge Technical in Sport and Physical Activity
05872

Mark Scheme for January 2021

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

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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AnnotationsMultiple Choice Questions

Examiners indicate if answer given is correct or not by indicating '1' or '0' on the right hand side of the question.

All questions other than Multiple Choice and Extended response question

Tick = correct

Cross = incorrect

BOD = benefit of the doubt given

NBD = no benefit of the doubt given / also used where additional material may have been seen but no more marks gained

NR = no response attempted

SEEN = response been read but no credit given

REP = Point repeated and no further credit given

Extended response question

Please note that on the extended response question ticks and crosses are not used as it is not 1 tick = 1 mark.

Where applicable:

Id is used to indicate that a knowledge point from the mark scheme indicative content has been used.

Und is used to indicate that a more developed or detailed point has been made (showing greater understanding).

Eg is used to indicate where an example has been used or applied to support or develop the response.

L1 = Level 1 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

L2 = Level 2 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

L3 = Level 3 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

Question	Answer	Marks	Guidance
1	Disconnect between fans and performers	1	
2	<ol style="list-style-type: none"> 1. Generates increased revenue to invest on players/facilities/stadium improvements etc... 2. Can lead to new/more sponsorship deals 3. Improve/recruit new/better coaches 4. More recruitment/development of players/increase in participation 5. Increased exposure (nationally/internationally/globally)/raises the profile of the club/increased media/social media 6. Increased fan base/reach 7. Increased product range/greater merchandise opportunities 	3	Mark first three answers only.
3	<ol style="list-style-type: none"> 1. Move from amateur to professional 2. Managed or exploited in order to make a profit 3. Change from leisure to paid spectator/performer activity 4. Introduction of sponsorship 5. Large media contracts (with exclusive rights) 6. Importance of customer/fan engagement 7. Impact of mass media/increased coverage/greater audience 8. Influence on new social media and digital marketing 	4	DNA - increase in revenue/sales
4	<ol style="list-style-type: none"> 1. New/improved facilities 2. Kit/equipment 3. Ground works/groundskeeping 4. Running events/initiatives (accept named examples) 5. Coaching/training 	3	Mark first three answers only.
5	<p><u>Positives</u></p> <ol style="list-style-type: none"> 1 Club can plan to have a specific sum of money/reliable source of income 2 Clubs build relationships with members (and secure funding year-on-year) 3 Atmosphere/fan base will be improved (by regular support) <p><u>Negatives</u></p> <ol style="list-style-type: none"> 4 Not advisable to have one main income stream (all eggs in one basket) 5 Relies on a certain number of members/if members don't renew there will be uncertainty/numbers can decrease 6 New revenue streams might not be sought out (due to complacency) 	4	<p>Sub max 2 for each of positive/negative</p> <p>Mark 1st two answers in each part only.</p>

Question	Answer	Marks	Guidance
6	<ol style="list-style-type: none"> 1. Cheating (e.g. use of illegal equipment, foul play) 2. Match fixing (e.g. throwing a game, betting patterns, spot fixing, insider dealings) 3. Doping (e.g. use of banned substances/performance enhancing drugs, blood doping, sports not signed up to WADA code) 4. Breaking financial regulations (e.g. financial fair play in football, salary caps, tax avoidance/evasion) 5. Bribes and kickbacks (e.g. vote rigging in relation to hosting major events) 6. Money laundering through sport (e.g. investment into sports clubs from unregulated sources) 	3	Mark first three answers only.
7	<ol style="list-style-type: none"> 1. Administering First Aid (if qualified) 2. Ensure safety of crowd/evacuating the area/moving participants to safety 3. Standing in for an official/coach (if qualified) 4. Act as support staff eg help as a steward 	2	Mark first two answers only.
8	<ol style="list-style-type: none"> 1. Insurance 2. Grievance 3. (zero hours) contract 	2	Mark first two answers only.
9	<ol style="list-style-type: none"> 1. Community event e.g. local football/rugby tournament 2. Large event e.g. Tour De France stage in Yorkshire, Olympics 3. Local Business sponsoring a good cause/charity event 	1	Must have an example
10	<ol style="list-style-type: none"> 1. Familiarity/recognisable to customers 2. Less staff training required (as already trained)/less training costs 3. Loyalty/increased reliability to the business 4. Saves the organisation money/time/labour 5. Likely to have more expertise/knowledge/experience 	2	Mark first two answers only.

Question	Answer	Marks	Guidance
11	<p><u>Success of the organisation</u></p> <ol style="list-style-type: none"> 1 Perception of success leads to trust/custom 2 Enhanced reputation/increased popularity <p><u>Quality of customer service</u></p> <ol style="list-style-type: none"> 3 Positive experiences will lead to repeat custom 4 Reputation will spread (leading to more custom)positive reviews <p><u>Quality of product/output</u></p> <ol style="list-style-type: none"> 5 People will trust the organisation (if products/services are good)/customers will be more satisfied 6 People are likely to tell others/recommend (if the products is good) <p><u>Loyalty/reward schemes</u></p> <ol style="list-style-type: none"> 7 Gives people a reason to return/repeat custom/less likely to use competitors 8 It will entice people to the organisation 	4	<p>Only accept either Pt 2 or 4</p> <p>Accept other feasible answers</p> <p>There is a sub max of 1 for each of the four parts.</p>
12	<ol style="list-style-type: none"> 1. Flexible hours – so can manage childcare, family commitments etc. 2. Minimum hours – so some kind of dependable income 3. Staff loyalty card / discount on products 4. Good working environment – e.g. good team spirit/‘no blame culture’ 5. Development/training available for staff 6. Progression within the business is possible and supported 7. Sharing business success through bonuses etc. 8. Ensuring managers are well trained and support their staff 9. Clear arrangements for leave / illness etc. 	1	<p>Mark first answer only</p> <p>Accept converse comments for all points</p>

Question	Answer	Marks	Guidance
13	<p><u>POSITIVES</u></p> <ol style="list-style-type: none"> 1 Enables players to develop relationships/connect with fans (and vice-versa) 2 Enables clubs to target/directly market products to fans 3 Increases brand identity/loyalty/reputation/recognisability 4 Free marketing/publicity for the club 5 Positive comments could affect a player/team's performance 6 Increased fan base/reach 7 Attract sponsorship <p><u>NEGATIVES</u></p> <ol style="list-style-type: none"> 8 Facilitates online abuse/keyboard warriors 9 Difficult for players to have a private life/can be intrusive 10 Negative comments could affect a player/team performance 11 Negative comments could affect a player's mental health/pressure on players 12. Negative comments/misuse of social media could cause loss of fans/reputation 	5	<p>Only accept either point 5 or point 9</p> <p>Accept other suitable examples</p> <p>Sub max 3 for positives/negatives</p>
14	<ol style="list-style-type: none"> 1. Makes them feel a part of the org/sense of ownership. 2. To motivate the workforce/given as bonuses 3. It doesn't cost the org any money up-front 4. (Should) lead to a more loyal work force 5. Gives staff more security for the future 6. Staff value the financial benefits 7. It allows staff to benefit from tax efficiencies 8. Creates excitement/buzz 9. Leads to a change in staff attitude (positive) 	5	
15	<ol style="list-style-type: none"> 1. Ban on new signings 2. Fines 3. Loss of sponsorship/advertising revenue/funding 4. Withholding of prize monies 5. Ban/disqualification from competition/relegation 6. Withdrawal of title award 7. Deduction of points 8. Imprisonment 	5	<p>Accept examples from sport</p> <p>Do not accept Ban on own</p>

Question		Answer	Marks	Guidance
16		1. National Lottery 2. Local Council 3. UK Sport 4. NGBs 5. Sport and Recreation Alliance	5	Synoptic, Unit 3, 1.1
17	(a)	<u>Strengths</u> 1 Purpose built/brand new ground (with NFL in mind) 2 Retractable 4G pitch with American Football line markings 3 Large dressing rooms 4 62,000 capacity 5 Wireless/wi-fi capacity <u>Weaknesses</u> 6 Lower capacity than rival stadiums 7 Levels of debt (might be prohibitive) 8 Appetite for NFL in the UK is low 9 Time difference <u>Opportunities</u> 10 Links with NFL clubs 11 Sponsorship deals 12 Global audience reach 13 Increase popularity/participation of NFL in UK <u>Threats</u> 14 Other grounds also keen to host 15 Timings of Super Bowl match (unsociable hours for UK audiences)	5	The candidates must gain credit from 4 parts of the answer to access 5 marks The one additional mark can come from any of the 4 areas. Accept other suitable examples Only accept either point 9 or 15

Question	Answer	Marks	Guidance
17 (b)*	<p>Bullet points are examples of DEV points. Expect numbered points to be KU. EGs will relate specifically to the case study, but could relate to examples from other clubs with existing similar links (E.g. Barcelona/Real Madrid's all-sport approach)</p> <p><u>1 Size of working teams</u></p> <p>National structure</p> <ul style="list-style-type: none"> • Large working team. Almost all based in the UK. In a wide range of areas (E.g. education/security/coaching/catering/media) <p>International/global structure</p> <ul style="list-style-type: none"> • Responses could allude to employee numbers growing, and specifically growth of employee numbers overseas. • Candidates might link Tottenham to alternative labour markets such as South America/Asia. <p><u>2 Hierarchical structure</u></p> <p>National structure</p> <ul style="list-style-type: none"> • Ownership currently UK businessman (accept name: Daniel Levy). Accept mention of hierarchical structure being complex. <p>International/global structure</p> <ul style="list-style-type: none"> • Club will be larger, so change in structure is highly likely (more complex) • Likely lead to additional leadership/management overseas/possible change in ownership or financing <p><u>3 Presence overseas</u></p> <p>National structure</p> <ul style="list-style-type: none"> • THFC will have a small presence in the USA • Already shops/offices/presence overseas. <p>International/global structure</p>	8	<p>Level 3 (7-8 marks) A comprehensive answer:</p> <ul style="list-style-type: none"> • Detailed knowledge and understanding • Effective analysis/evaluation and/or discussion/explanation/development • Clear & consistent practical application of knowledge • Accurate use of technical and specialist vocabulary • High standard of written communication. • A wide range of organisational structure knowledge <p>Level 2 (4-6 marks) A competent answer:</p> <ul style="list-style-type: none"> • Satisfactory knowledge and understanding • Analysis/evaluation and/or discussion/explanation/development attempted with some success • Some success in practical application of knowledge • Technical and specialist vocabulary used with some accuracy • Written communication is generally fluent with few errors. • A breadth of organisational structure knowledge should be discussed <p>Level 1 (1-3 marks) A limited answer:</p> <ul style="list-style-type: none"> • Basic knowledge and understanding • Little or no attempt to analyse/evaluate and/or discuss/explain/develop • Little or no attempt at practical application of knowledge

	<ul style="list-style-type: none"> • Sponsorship deals with global appeal likely to develop (accept examples given in case study) • Likely to grow in other areas of the world too (emerging markets) • Opportunities for growth of both sports in UK/US and further afield • Overall presence overseas will grow/increase/expand <p><u>4 Target groups</u></p> <p>National structure</p> <ul style="list-style-type: none"> • Current main focus is UK, as most current customers are UK based/local. • Marketing is currently targeted locally/nationally. <p>International/global structure</p> <ul style="list-style-type: none"> • Will seek to spread marketing worldwide/particularly in USA in the future. • Premier League/NFL are global brands (THFC will seek opportunities to exploit this) further. <p><u>5 Sector</u></p> <p>National structure</p> <ul style="list-style-type: none"> • Will always be private sector (credit justification linked to the amount of money involved in both sports). • Owned by consortia/wealthy business people (both sports) <p>International/global structure</p> <ul style="list-style-type: none"> • Will always be private sector (credit justification linked to the amount of money involved in both sports). • Expect to see mention to no change in sector. Better responses will mention football/NFL as wealthy/rich sports with rich athletes/owners. <p><u>6 Product tailored to suit different countries</u></p> <p>National structure</p> <ul style="list-style-type: none"> • Targeted advertising to attract UK market further towards NFL. • Pre/post-season tours to different areas of the world to grow the brand. 	<ul style="list-style-type: none"> • Technical and specialist vocabulary used with limited success • Written communication lacks fluency and there will be errors, some of which may be intrusive. <p>At Level 3 responses <u>are likely</u> to include: At the top of this level</p> <ul style="list-style-type: none"> • The expectation that the majority of areas of international/global organisational structures will be covered • Most points will be developed <p>At Level 2 responses <u>are likely</u> to include: At the top of this level</p> <ul style="list-style-type: none"> • Many areas of international/global organisational structures are covered • Several of these will be developed <p>At the bottom of this level</p> <ul style="list-style-type: none"> • Some areas of international/global organisational structures are covered • A couple of these may be developed <p>At Level 1 responses <u>are likely</u> to include: At the top of this level</p> <ul style="list-style-type: none"> • A few areas of international/global organisational structures are covered • One of these may be developed <p>At the bottom of this level</p> <ul style="list-style-type: none"> • A candidate will identify 1 or 2 areas of international/global organisational structures
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		<p>International/global structure</p> <ul style="list-style-type: none"> • 'Americanisation' of Tottenham's Stadium to market NFL. Normalising the existence of the NFL at the stadium (e.g. permanent media images of teams/players) • Attempts to market the Premier League to NFL-dominated US cities. 		
	(c)	<ol style="list-style-type: none"> 1. Sales/sponsorship deals 2. Likely to change with new NFL collaboration/new opportunities/new sales/sponsorship deals/improved deals 3. Loans/bonds 4. Borrowing from international sources/more borrowing/overseas borrowing 5. Membership fees 6. Potential for Premier League/NFL memberships/opportunity to see more memberships 7. Debentures 8. More attractive packages with NFL added/can attract more money/interest from overseas 9. Philanthropic donations/private investment 10. Less likely in the modern/future game due to amount of money in football/possible overseas 'sugar-daddy' investment 11. Selling shares 12. Potential for stock market flotation/share price might increase 	7	<p>Odd numbers are current possible sources</p> <p>Even numbers are how these might change/impact in future.</p> <p>Cannot access even numbers without identifying the source (odd number)</p> <p>Accept any other relevant examples of how the money could be used (even numbers)</p> <p>Sub max 5 for sources (odd numbers)</p>

OCR (Oxford Cambridge and RSA Examinations)
The Triangle Building
Shaftesbury Road
Cambridge
CB2 8EA

OCR Customer Contact Centre

Education and Learning

Telephone: 01223 553998

Facsimile: 01223 552627

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Head office
Telephone: 01223 552552
Facsimile: 01223 552553

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