

CAMBRIDGE TECHNICALS LEVEL 3 (2016)

Examiners' report

SPORT AND PHYSICAL ACTIVITY

05826–05829, 05872

Unit 21 January 2021 series

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Introduction

Our examiners' reports are produced to offer constructive feedback on candidates' performance in the examinations. They provide useful guidance for future candidates.

The reports will include a general commentary on candidates' performance, identify technical aspects examined in the questions and highlight good performance and where performance could be improved. The reports will also explain aspects which caused difficulty and why the difficulties arose, whether through a lack of knowledge, poor examination technique, or any other identifiable and explainable reason.

Where overall performance on a question/question part was considered good, with no particular areas to highlight, these questions have not been included in the report.

A full copy of the question paper and the mark scheme can be downloaded from OCR.

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Unit 21 series overview

The quality of candidate responses to the January 2021 Unit 21 The Business of Sport examination paper were of a slightly lower standard than in January 2020.

Most candidates managed their time effectively and there was little evidence of candidates running out of time to complete the paper.

Candidates performed less well on questions that demanded the application of knowledge or where they needed to give supporting examples.

At times a lack of clearly expressed knowledge was an issue, leading to 'NBD' (No Benefit of the Doubt) being indicated on responses. This was particularly evident with Question 17(a) and 17(c) where candidates were asked to use their knowledge and apply it to the case study.

If candidates need extra space for their responses, centres are asked to remind candidates to use additional booklets for their responses, rather than write down the sides of the answer booklet or in other ways, which potentially make the response difficult to read and therefore mark.

<i>Candidates who did well on this paper generally did the following:</i>	<i>Candidates who did less well on this paper generally did the following:</i>
<ul style="list-style-type: none"> • made sure that they attempted all the questions • if the question was worth 4 marks gave four responses to the question • in the extended response (levels Question 17 (b), made sure that they showed good written communication and that they developed/ expanded the points that they raised, giving relevant examples where necessary • gave responses that were clearly expressed and showed good knowledge. 	<ul style="list-style-type: none"> • had a lack of detail in their responses • when answering the longer answer questions (e.g. Question 14) that use command words such as 'describe or explain', often responded by simply identifying factors - which makes it more difficult to get higher marks • gave too few points for the marks available for that question and then often repeated points in responses rather than making separate, distinct points in relation to the question set • in the extended response (levels Question 17(c)), wrote their response in bullet points and didn't develop and expand any points that they had made.

Section A overview

The recall-type questions and short answer questions in Section A were in the main answered well and candidates scored accordingly. In general candidates showed a good understanding of commercialisation, corruption and the role of volunteers, however their knowledge of customer attraction and retention was considerably weaker.

Question 1

- 1 Which one of the following is a negative impact of commercialisation on a professional sports club?

Put a tick (✓) in the box next to the correct answer.

Lack of recruitment and development of employees

Disconnection between fans and performers

Increased social media presence

Eligibility of organisation

[1]

This question was very well answered. Candidates showed that they had a good understanding of what a negative impact of commercialisation might be on a professional sports club.

Question 2

- 2 Explain **three** ways in which commercialisation benefits a sports club.

1

.....

2

.....

3

.....

[3]

This question was in the main well answered. Candidates showed that they had a good basic understanding of how commercialisation could benefit a sports club. It was pleasing to note that most did try to explain three different ways showing that they had read the question properly. Typical responses included the impact of mass media/social media, the introduction of sponsorships and improved fan engagement.

Question 3

3 Describe **four** ways in which commercialisation has developed in sports businesses over recent years.

- 1
-
- 2
-
- 3
-
- 4
-

[4]

When answering this question, candidates showed a good knowledge of how commercialisation has developed in sports businesses over recent years, though only some were able to gain full marks. Where lower marks were achieved this was often because candidates did not give four factors in their description.

	<p>AfL</p>	<p>It is very important that centres re-iterate to candidates that where a question is worth a certain amount of marks, candidates need to make the necessary amount of points in order to access the maximum marks for that question.</p>
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Question 4

4 Asda Kwik Cricket is an example of how a school can use funding that they receive to run a sports event.

Identify **three** other ways that schools could use funding they receive from sports businesses or other sources.

- 1
- 2
- 3

[3]

This was one of the best answered question on the paper. Candidates' knowledge of how schools can use the funding they receive from sports businesses was excellent and a significant number of candidates gained maximum marks on this question.

Question 5

5 Outline **two positives and two negatives** of having membership fees as a main source of funding for a sports club.

Positives

1

2

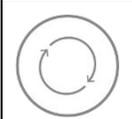
Negatives

1

2

[4]

This question assessed candidates' understanding of the positives and negatives of having membership fees as the main source of funding for a sports club. This proved to be a real challenge; many candidates struggled to give two positive and two negative points. In many instances, candidates were only able to offer one valid positive and one negative reason. Answers were often very vague and contained irrelevant information.

	AfL	It is important for centres to make sure candidates have a greater depth of understanding in relation to the sources of funding and the impact each of these can have on a club's financial success.
---	------------	--

Question 6

6 Identify **three** types of corruption in sport.

1

2

3

[3]

This question was answered very well. Many candidates showed good knowledge of this topic and were able to identify three types of corruption that happen in sport with cheating, match fixing and doping being the most common responses.

Question 7

7 Volunteers at sporting events will be expected to take on a wide range of roles.

Describe **two** ways in which volunteers at sporting events might help to ensure that the events run safely.

1

.....

2

.....

[2]

Only a small number of candidates were able to gain both marks on this question; many responses incorrectly focused more on the 'wide range of roles' of volunteers rather than how volunteers can help to make sure events run safely, which is what the question asked. It is vital that candidates read the question carefully so that it gives them the best opportunity to score maximum marks on a question.

Question 8

8 Identify **two** rights that volunteers have when working in a sports business.

1

2

[2]

This appeared a very straightforward question which asked candidates to identify two rights that volunteers have when working in a sports business. These rights are clearly identified in the specification. Where candidates did not gain maximum marks, responses were often vague and in some instances not even attempted.

Question 9

9 Give an example of when a sports business might need to recruit one-off volunteers.

..... [1]

This question asked candidates to give an **example** of when a sports business might use volunteers in a one off situation. Unfortunately many candidates did not gain a mark on this question because they did not give an example, preferring to state simply volunteers would be used in a large event or a community event. Going forward it is vital that if the question asks for an example or examples then candidates must give them in their responses.

Question 10

10 Identify **two** advantages of having long-term volunteers as part of a sports business.

- 1
- 2

[2]

Responses to this question were very good, with many candidates scoring maximum marks. Typical responses included long-term volunteers save businesses money, they are reliable and they are familiar to customers.

Question 11

11 Outline how each of the following can lead to increased customer attraction and retention.

Success of the organisation

-
-

Quality of customer service

-
-

Quality of product / output

-
-

Loyalty / reward schemes

-
-

[4]

In the main, this question was well answered. Candidates had a good understanding of how each of the terms above helped increase customer attraction and retention. Where candidates did not score well, this was because they simply repeated the words attraction and retention in their responses rather than outline exactly how this will help. For example loyalty/reward schemes increase customer retention which is not worthy of a mark. However, by offering loyalty/reward schemes ‘this will entice people to the organisation which means that they will get more people visiting the organisation’ is a much better response and worthy of a mark.

Question 12

- 12 Explain **one** way in which the working conditions within a sports business will affect its ability to retain staff.

.....
.....[1]

Although this appeared a very straightforward question, it was poorly answered. A significant number of candidates simply wrote that good working conditions will help retain staff. This was vague and did not fully answer the question. It needed candidates to explain one way in which the working conditions within the business would affect its ability to retain staff. A typical response that would achieve a mark might be: 'By having a good working environment where there was a good 'team spirit' that would make staff want to stay at the company'.

Section B overview

It is very positive that this is an area of the paper where candidates are showing a noticeable improvement compared to previous years. They are using the command words noted in the question, such as discuss or explain and providing greater detail and knowledge in their responses and this is reflected in the marks that they are achieving.

Question 13

- 13 Discuss the positive and negative impacts that social media can have on a professional sports club.

Positive

.....
.....
.....

Negative

.....
.....
.....

[5]

When answering this question, candidates showed a good knowledge of the positive and negative impacts that social media can have on a professional sports club and many candidates were able to gain full marks. Where lower marks were achieved this was often because candidates did not give both positive and negative impacts. It is very important that once again centres re-iterate to candidates that where a question asks for positive and negative points then candidates need to make the necessary amount of points to both parts of the question in order to access the maximum marks.

Question 16

16 Use the comment bank below to match the organisation to the correct description.

- | | |
|---|---|
| Department for Digital, Culture, Media & Sport | Sport England |
| Local Council | UK Sport |
| National Lottery | Department of Health and Social Care |
| Department for Education | Sport and Recreation Alliance |
| National Governing Body | English Federation of Disability Sport |

ORGANISATION	DESCRIPTION
1	An organisation that uses money from ticket sales to support good causes.
2	An organisation that operates authority owned leisure centres
3	An organisation that focuses on high performance sport
4	An organisation that provides the rules for each sport
5	An organisation that supports those who deliver grass roots sport and physical activity

[5]

This question had a mixed response. Many candidates did not realise that this was a synoptic link to Unit 3 and so struggled to match the organisation to the description and so were unable to identify the correct organisation. Only a small minority were able to gain maximum marks on this question.

	AfL	Centres need to make students aware that the Unit 21 exam paper will contain questions that have a synoptic link to other units within the specification and that they need to be prepared for this.
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Section C overview

This section of the paper continues to be the most challenging for students, in particular this year it was very poorly answered. Candidates showed a very limited understanding of the three topics: a SWOT analysis, organisational structures within a business and possible sources of funding for a business.

This was then made even more demanding for them because they then had to use their limited knowledge of these topics and apply it to the case study. The net result was that overall, candidates scored few marks on this section.

Tottenham's new stadium to offer NFL a 'permanent home' in London

English football club Tottenham Hotspur have a new stadium. They are positioning their newly-built stadium as a "permanent home" for the National Football League (NFL – American Football) outside the USA and hope the venue could one day play host to the world's biggest sporting event: the Super Bowl.

The Premier League club's head of business development, Aidan Mullally, said that the new 62,000-seater stadium was built with the NFL in mind and that the venue is primed to offer a new level of brand exposure to audiences worldwide. On the subject of hosting high-profile events, such as the Super Bowl, Mullally added: "It is unbelievably complicated but this [stadium] is designed with one purpose in mind, which is to deliver unbelievably good quality events.

Among the stadium's features are NFL-standard locker rooms to cope with the massive NFL squads and a retractable grass pitch that gives way to a synthetic 4G playing surface in "around 30 minutes", along with the NFL logo and pitch markings already on it. Wireless capabilities will also enable two-thirds of match-day visitors to upload and download content via smart devices at the same time.

The logistics of hosting the Super Bowl may hamper Tottenham's ambitions, with the time difference being a huge factor. Any UK venue wanting to host the Super Bowl will face the issue of having a huge time difference, because the Super Bowl generally kicks-off at around 11:00 pm UK time. In recent years, the NFL London games have been shared between Wembley Stadium and Twickenham, so Tottenham will have competition to become the 'go-to' venue for NFL sides.

Melissa Brown, the NFL's UK vice president of commercial partnerships, explained the potential for both the NFL and Tottenham to negotiate joint brand partnerships. For example, both parties already have deals with Nike, the US sportswear manufacturer. Additionally, the NFL is set to announce a legacy programme in North London fronted by Cleveland Browns' new wide-receiver Odell Beckham Jr., which will give British students between the ages of 16 and 18 opportunities to take up football scholarships in the US, in a bid to place more young UK athletes in the NFL. "London is the biggest market for us outside the US. We have several international offices, but this is where the real focus is," Brown said. "That is because it's the second biggest media market outside the US and there is a pretty-established fan base here already.

Tottenham borrowed an additional £237 million to cover the spiralling costs of their new stadium build. They are now looking to re-finance this £637 m stadium through a bond issue, similar to the approach that debt-laden Manchester United have used in the past. They revealed this with their three banking partners in their statement recently, which confirmed that their net debt is currently £366 m, a figure that is set to rise to £600 m. The club had initially announced in May 2017 a £400 m loan arrangement with several large American banks, which was due to last for five years.

Sources:

<http://www.sportspromedia.com/news/tottenham-stadium-nfl-permanent-home-london>

<https://www.independent.co.uk/sport/football/premier-league/tottenham-new-stadium-wembley-pitch-opening-when-ready-spending-debt-vs-manchester-city-a8608226.html>

Question 17 (a)

17 Tottenham Hotspur Football Club are seeking to host regular American Football (NFL) matches at their new stadium. They even have ambitions to host the biggest NFL game of all: the Super Bowl.

(a) Using the case study, carry out a S.W.O.T. analysis to assess Tottenham's potential for hosting the Super Bowl in the future.

.....

.....

.....

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.....

.....

..... [5]

For candidates to achieve high marks on this question it was vital that they were able to answer all four parts of the question (there are four parts to a SWOT analysis). Where candidates were able to offer a strength, a weakness, an opportunity and a threat then they were able to gain the higher marks.

Unfortunately a significant number of candidates could not do this; they were only able to give a response covering a couple of the parts of a SWOT analysis which then restricted the marks that they were able to score.

A number of candidates did not offer any responses to this question and so no response (NR) was recorded on their script.

Question 17 (b)

(b)* With the changes at Tottenham Hotspur Football Club, their organisation may now be classed as international or global.

Using your knowledge of organisational structures, discuss how developing from a national to an international or global organisation might impact on the football club.

[8]

.....

.....

.....

.....

.....

.....

This 8 mark question is marked using a levels response mark scheme; examiners use the levels descriptors and indicative content in the mark scheme to reach a holistic judgement about the level within which the response should sit and award a mark within that level accordingly.

This question was in the main poorly answered. Many of the candidates were only able to provide a Level 1 response and only a minority were able to access Level 3. In essence, this was a comparison type question and it required candidates to note the difference between a national business and an international business and then discuss how moving from one to the other might impact on THFC.

In many instances, candidates did not do this and simply wrote about the organisational structures of an international business making little if any reference to the impact it could have on THFC.

The best responses structured their response so that they included several organisational structures showing the difference between a national and international organisation. They then discussed using examples from the case study how this would impact on THFC. The weakest responses were brief and list-like and only briefly mentioned some of the international organisational structures.

A number of candidates gained no marks on this question because their response was vague and irrelevant.

Question 17 (c)

- (c) Discuss how the possible sources of funding that Tottenham Hotspur Football Club are able to access may change and impact on the club in the future as it grows.

.....

.....

.....

.....

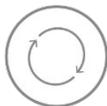
.....

.....

.....

..... [7]

This question had two parts to it: initially candidates were asked to identify possible sources of funding for THFC which was straight forward and then in the second part they were asked how these may change and impact on the club in the future which was certainly more challenging for the candidates. A significant number of candidates were able to gain 2 or 3 marks on the first part with responses including sponsorship deals, loans and philanthropic donations but only a very few of the best responses were able to develop these points by discussing how these would then impact on the club.

	<p>AfL</p>	<p>Centres need to make sure that candidates are able to add detail and apply their knowledge to questions. So for example sponsorships are a source of funding for the club - this could impact THFC in the future by further developing new improved sponsorship deals with more businesses, possibly even from the USA.</p>
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Online Adapted text - Tottenham's new stadium to offer NFL a 'permanent home' in London, 21 March 2019, www.sportspromedia.com, SportsPro Media Limited, The Independent, By Steven Impey - Section C Case Study Adapted text 17(a), (b)

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