

## **Leisure Studies**

Advanced GCE **A2 H528**

Advanced Subsidiary GCE **AS H128**

### **Mark Schemes for the Units**

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**January 2007**

**H128/H528/MS/R/07J**

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**Advanced Subsidiary GCE Leisure Studies (H128)**

### MARK SCHEMES FOR THE UNITS

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**Mark Scheme G182**  
**January 2007**

Question	Question/Expected answer	Mark	Spec ref	AO
1 (a)	<p>Jefford Leisure Centre (JLC) operates to the quality standard BS EN ISO 9000. Describe the main principles of this quality standard.</p> <p>One mark for each identification up to a maximum of two marks. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• framework to develop quality system that suits organisation</li> <li>• has general principles of management practice and operational procedures</li> <li>• specific to meeting customer requirements</li> <li>• under management practice, requirements include that document control, quality systems, audits and training to be in place</li> <li>• under operational procedure, organisation measures consistence in areas such as dealing with customers, stock control, quality records</li> <li>• any other valid suggestion</li> </ul>	2	3.2.4	AO1
(b) (i)	<p>For a business system to operate efficiently it is essential that information is gathered to meet the needs of that system.</p> <p>Identify <b>three</b> types of staffing information that may be required for the work record system at JLC to operate effectively.</p> <p>One mark for each correct identification up to a maximum of three marks. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• names of employees</li> <li>• work role of employees</li> <li>• hours worked by employees</li> <li>• times worked</li> <li>• hours worked overtime</li> <li>• record of sickness</li> <li>• record of lateness</li> <li>• record of holidays</li> <li>• validation by manager</li> <li>• any other valid suggestion</li> </ul>	3	3.2.5	AO2

(ii)	<p>For a business system to operate efficiently it is essential that information is gathered to meet the needs of that system.</p> <p>Identify <b>three</b> types of information that may be required for the stock control system at JLC to operate effectively.</p> <p>One mark for each valid identification up to a maximum of three marks. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• level of stock at stock take</li> <li>• current level of stock</li> <li>• stock on order</li> <li>• turnover of stock items</li> <li>• shelf life of stock</li> <li>• dates of stock re-order</li> <li>• names of suppliers</li> <li>• delivery times</li> <li>• name of person responsible for stock</li> <li>• usage of stock</li> <li>• any other valid suggestion</li> </ul>	3	3.2.5	AO2
(c)	<p>A range of systems such as ticketing and admissions could be used by the management of JLC to obtain information which would be useful in targeting potential customer groups.</p> <p>Assess how the management of JLC could use the information from these systems to increase usage within its <b>target groups</b>.</p> <p>Use level of response criteria.</p> <p>The range of factors that could/should be considered within the response are:</p> <p><b>Reference to the needs of the groups stated included:</b></p> <ul style="list-style-type: none"> <li>• time of day</li> <li>• length of time</li> <li>• support needed physical</li> <li>• support needed cost</li> <li>• needs and requirements of current users</li> <li>• impact/change on/to current pricing system</li> <li>• usability</li> <li>• resource needs of organisation</li> <li>• competing goals of business</li> </ul> <p><b>Level 1 (1-2 marks)</b> Candidate identifies ways in which the management of a leisure facility could use the information from systems such as those for ticketing and admissions.</p>	2 2 3 3	3.2.5	AO1 AO2 AO3 AO4

	<p><b>Level 2 (3-4 marks)</b> Candidate applies knowledge of ways in which the management of JLC could use the information from systems such as those for ticketing and admissions.</p> <p><b>Level 3 (5-7 marks)</b> Candidate explains/analyses how the management of JLC could use the information from systems such as ticketing and admissions to increase usage within its <b>target groups</b>.</p> <p><b>Level 4 (8-10 marks)</b> Candidate assesses/evaluates how the management of JLC could use the information from systems such as ticketing and admissions to increase usage within its <b>target groups</b>.</p>			
2 (a) (i)	<p>JLC has a duty to ensure a safe environment for all customers. In order to make sure it meets this duty it must pay particular attention to legislation, such as The Children's Act and The Disability Discrimination Act.</p> <p>State <b>two</b> requirements of The Children's Act.</p> <p>One mark for each correct identification up to a maximum of two marks. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• <b>number of children</b> – groups cannot exceed 30. Where age under 8, experienced staff ratio = 8:1.</li> <li>• <b>maintenance of premises</b> – 2.3 square metres per child, separate areas for change and rest. A toilet for every 10 children. Equipment suitable for purpose.</li> <li>• <b>staffing</b> – adults checked for their suitability. In private/public organisations police checks carried out. In voluntary organisations only advised.</li> <li>• <b>keeping records</b> – records must be kept of: <ul style="list-style-type: none"> <li>○ the children and their attendance registered</li> <li>○ names and addresses of all employees and volunteers</li> <li>○ accidents</li> </ul> </li> <li>• <b>notification of changes</b> – once inspected and passed as suitable, the organisation/employer must inform social services of any changes included within the approval.</li> </ul>	2	3.2.1	AO1

<b>(ii)</b>	<p>State <b>two</b> requirements of The Disability Discrimination Act.</p> <p>One mark for each valid identification up to a maximum of two marks. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• relates to physical or mental impairment...</li> <li>• ... that has a substantial or long term affect on the persons ability to carry out day to day activities</li> <li>• nature of what is meant by discrimination</li> <li>• relates to accessibility to goods and services</li> <li>• relates to employment rights</li> <li>• accept appropriate examples or any other valid responses</li> </ul>	2	3.2.1	AO1
<b>(b)</b>	<p>JLC is aware of the need to review and to keep up to date its health and safety risk assessment procedures.</p> <p>Complete this health and safety risk assessment. You must:</p> <ul style="list-style-type: none"> <li>• indicate a possible consequence should each hazard occur</li> <li>• propose a realistic measure to eliminate or reduce risk</li> </ul> <p>One mark for each of two appropriate consequences identified, plus one mark for each of two appropriate identified realistic measures:</p> <p>1) CONSEQUENCE:</p> <p>Swimmer gets into difficulty in deep end. Swimmer is out of depth. Drowning.</p> <p>Realistic measure: clear signage/boom in water/notices to swimmers.</p> <p>2) CONSEQUENCE:</p> <p>Does not destroy harmful bacteria and micro-organisms. Produces cloudy water. Does not protect the swimmer from harmful disease.</p> <p>Realistic measure: increase the dosage of required levels/staff training/no swimming allowed/guidelines on dosage/clear signage.</p>	2	3.2.1	AO2
		2		AO3

(c)	<p>As part of the health and safety procedures within the pool area, and throughout the areas of the facility used by customers and staff, it is important that JLC follows the Regulations laid down in the Control of Substances Hazardous to Health (COSHH).</p> <p>Discuss the management procedures JLC should follow in implementing the COSHH Regulations within the facility.</p> <p>The range of factors that could/should be considered within the response are:</p> <ul style="list-style-type: none"> <li>• appoint a COSHH assessor</li> <li>• requirement to employer to control exposure</li> <li>• appropriate labelling, any emergency procedures, antidote/diluting agent</li> <li>• checking of measures taken</li> <li>• storage and handling</li> <li>• record keeping</li> <li>• training</li> <li>• risk precaution</li> </ul> <p>Level of response criteria used:</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies the procedures JLC should follow in implementing the COSHH regulations within the facility.</p> <p><b>Level 2 (3-5 marks)</b> Candidate analyses/explains the procedures JLC should follow in implementing the COSHH regulations within the facility.</p> <p><b>Level 3 (6-8 marks)</b> Candidate discusses/evaluates the procedures JLC should follow in implementing the COSHH regulations within the facility.</p>	2 3 3	3.2.1	AO2 AO3 AO4
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(d)	<p>The ICT management information system at JLC needs to be secure. Explain <b>two</b> ways in which the security of the management information system at JLC could be ensured.</p> <p>One mark for each correct identification up to a maximum of two marks, plus a further one mark for each development point up to a maximum of two. Four marks in total. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• firewall</li> <li>• land lines directly to head office/limit transfer of traffic</li> <li>• passwords</li> <li>• restriction to different area of system through password protection</li> <li>• overall access to offices/computers</li> <li>• covers to prevent view of screen/keyboards</li> <li>• back-up system in failure</li> <li>• any other valid suggestion.</li> </ul>	2 2	3.2.1	AO1 AO2
3 (a)	<p>Discuss the current marketing mix of JLC.</p> <p>Level of response criteria used.</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies JLC's marketing mix.</p> <p><b>Level 2 (3-4 marks)</b> Candidate applies knowledge of the marketing mix in relation to JLC.</p> <p><b>Level 3 (5-7 marks)</b> Candidate explains/analyses the marketing mix of JLC.</p> <p><b>Level 3 (8-10 marks)</b> Candidate discusses/evaluates the marketing mix in relation to JLC.</p>	2 2 3 3	3.2.2	AO1 AO2 AO3 AO4
(b)	<p>Suggest <b>two</b> appropriate promotional techniques that JLC could use to attract users from its target groups.</p> <p>One mark for each identification up to a maximum of two marks.</p> <ul style="list-style-type: none"> <li>• advertising</li> <li>• direct marketing</li> <li>• sales promotion</li> <li>• sponsorship</li> <li>• public relations</li> <li>• any other valid suggestion</li> </ul>	2	3.2.2	AO1

<b>(c)</b>	<p>Carry out a SWOT analysis for JLC.</p> <p>One mark for each of two strengths identified, one mark for each of two weaknesses identified, plus one mark for each of two opportunities identified.</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>• well established facility</li> <li>• open every day of the week</li> </ul> <p>Weaknesses:</p> <ul style="list-style-type: none"> <li>• location on the edge of town</li> <li>• current ICT system limited in use</li> </ul> <p>Opportunities:</p> <ul style="list-style-type: none"> <li>• increase number of users from outside the area</li> <li>• changing programming in order to increase usage</li> </ul> <p>Any other valid response</p>	3 3	3.2.2	AO2 AO3
<b>(d)</b>	<p>What does the abbreviation P.E.S.T stand for?</p> <p>One mark for each correct identification up to a maximum of four identifications</p> <ul style="list-style-type: none"> <li>• Political</li> <li>• Economic</li> <li>• Social</li> <li>• Technical</li> </ul>	4	3.2.2	AO1

4 (a)	<p>Discuss how the management of JLC could use a cash-flow forecast in order to monitor its financial performance.</p> <p>Level of response criteria used:</p> <p><b>Level 1 (1-2 marks)</b> Candidate is able to identify elements of a cash-flow forecast.</p> <p><b>Level 2 (3-4 marks)</b> Candidate applies their knowledge of a cash-flow forecast and its use with financial planning.</p> <p><b>Level 3 (5-6 marks)</b> Candidate explains/analyses how organisations that they have studied have drawn on the information from cash-flow forecasts in order to carry out financial planning.</p> <ul style="list-style-type: none"> <li>• being able to meet cash demands</li> <li>• ensure maximum credit is being obtained</li> <li>• determine when extra borrowing is needed</li> <li>• make sure debtors are kept under tight control.</li> </ul> <p><b>Level 4 (7-8 marks)</b> Candidate is able to discuss/evaluate how a cash-flow forecast could be used to influence decision-making and/or how the manipulation and or management of the elements of a cash-flow could impact on the short or longer-term development of the organisation.</p>	2 2 2 2	3.2.2	AO1 AO2 AO3 AO4
(b)	<p>Although JLC is a publicly operated leisure facility, it produces an annual balance sheet.</p> <p>State <b>four</b> items that would normally be listed on a balance sheet.</p> <p>One mark for each correct identification up to a maximum of 4 marks from: (Accept examples)</p> <ul style="list-style-type: none"> <li>• fixed assets or its constituent part</li> <li>• current assets</li> <li>• current liabilities</li> <li>• long term liabilities</li> <li>• capital</li> <li>• any other valid answer.</li> </ul>	4	3.2.3	AO1

(c)	<p>Discuss how the management of JLC could use its balance sheets to assess performance over time.</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies how the management of JLC could use its balance sheets to assess performance over time.</p> <p><b>Level 2 (3-4 marks)</b> Candidate applies knowledge of how the management of JLC could use its balance sheets to assess performance over time.</p> <p><b>Level 3 (5-6 marks)</b> Candidate explains/analyses how the management of JLC could use a balance sheet in order to assess performance over time. ie ability to pay short term debts, liquidity, match projections with performance.</p> <p><b>Level 4 (7-8 marks)</b> Candidate discusses/evaluates how the management of JLC could use a balance sheet to influence decision-making. ie assess whether the level of profit allows for further purchase of equipment/facilities or expansion of the organisation.</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p>	3.2.3	<p>AO1</p> <p>AO2</p> <p>AO3</p> <p>AO4</p>
5 (a)	<p>Assess ways in which the management of JLC could adapt the programming of activities to increase usage by its target groups. You may wish to use a facility that you have studied to provide examples.</p> <p>Level of response criteria used:</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies ways in which the management of JLC could adapt the programming of activities to increase usage by its target groups.</p> <p><b>Level 2 (3-4 marks)</b> Candidate applies knowledge of ways in which the management of JLC could adapt the programming of activities to increase usage by its target groups.</p> <p><b>Level 3 (5-7 marks)</b> Candidate explains/analyses ways in which the management of JLC could adapt the programming of activities to increase usage by its target groups.</p> <p><b>Level 4 (8-10 marks)</b> Candidate discusses/evaluates how the management of JLC could adapt its programming to increase the usage of its target groups.</p>	<p>2</p> <p>2</p> <p>3</p> <p>3</p>	<p>3.2.5/ 3.2.2/ (3.2.3/ 3.2.1)</p>	<p>AO1</p> <p>AO2</p> <p>AO3</p> <p>AO4</p>

(b)	<p>JLC is keen to demonstrate to its customers that it listens to them and that it seeks to meet their needs and expectations.</p> <p>Discuss possible methods JLC could use to demonstrate to its customers that it does listen to them and does wish to meet their needs and expectations.</p> <p><b>GUIDANCE:</b> In that the response is very open ended the candidate does have the opportunity to take a number of different approaches, if this is the case valid responses should be rewarded appropriately. However the following level of response criteria should be used:</p> <p><b>Level 1 (1-2 marks)</b> Candidate identifies how an organisation listens to (and/or establishes) customer needs and is able to suggest an example as to how this could be communicated to the customer.</p> <p><b>Level 2 (3-4 marks)</b> Candidate applies knowledge of how JLC could demonstrate that it does listen to and wish to meet the needs of its customers. The candidate is able to suggest an appropriate policy that could be used to demonstrate this eg mission statement, customer charter, direct response etc.</p> <p><b>Level 3 (5-6 marks)</b> Candidate explains/analyses how JLC could demonstrate that it does listen to and wishes to meet customer needs. There is application to the case study and/or appropriate vocational context.</p>	2 2 2	3.2.2/ 3.2.5	AO2 AO3 AO4
(c)	<p>Explain 2 ways in which the management of JLC could, use electronic technology to communicate with its potential customers.</p> <p>One mark for each correct identification up to a maximum of 2 marks, plus a further 2 marks for each development point up to a maximum of 2 marks. 4 marks in total. Acceptable points include:</p> <ul style="list-style-type: none"> <li>• use of the internet – website</li> <li>• texting</li> <li>• SMS messaging</li> <li>• any other valid response</li> </ul>	2 2	3.2.5	AO1 AO2

<b>G182 JANUARY 2007</b>					
<b>Question</b>	<b>AO1</b>	<b>AO2</b>	<b>AO3</b>	<b>AO4</b>	<b>Total</b>
<b>1(a)</b>	2				<b>2</b>
<b>1(b)(i)</b>		3			<b>3</b>
<b>1(b)(ii)</b>		3			<b>3</b>
<b>1(c)</b>	2	2	3	3	<b>10</b>
<b>2(a)(i)</b>	2				<b>2</b>
<b>2(a)(ii)</b>	2				<b>2</b>
<b>2(b)</b>		2	2		<b>4</b>
<b>2(c)</b>		2	3	3	<b>8</b>
<b>2(d)</b>	2	2			<b>4</b>
<b>3(a)</b>	2	2	3	3	<b>10</b>
<b>3(b)</b>	2				<b>2</b>
<b>3(c)</b>		3	3		<b>6</b>
<b>3(d)</b>	4				<b>4</b>
<b>4(a)</b>	2	2	2	2	<b>8</b>
<b>4(b)</b>	4				<b>4</b>
<b>4(c)</b>	2	2	2	2	<b>8</b>
<b>5(a)</b>	2	2	3	3	<b>10</b>
<b>5(b)</b>		2	2	2	<b>6</b>
<b>5(c)</b>	2	2			<b>4</b>
<b>Total</b>	<b>30</b>	<b>29</b>	<b>23</b>	<b>18</b>	<b>100</b>

**Mark Scheme G184  
January 2007**

Question	Answer	Spec ref	AO	Mark
1 (a) (i)	<p>Explain <b>two</b> reasons why leisure organisations such as <i>Fit4Life</i> might employ leisure assistants on a part-time basis.</p> <p>Award one mark for each identification up to a maximum of two and a further mark for each development point.</p> <p>Two from:</p> <ul style="list-style-type: none"> <li>• the facility is open very long hours (1) and using part-time avoids staff working too many unsociable hours (1)</li> <li>• it can rota staff (1) to cater for peak/off peak times (1)</li> <li>• some staff may have other jobs or commitments (1), and so by offering part-time employment they may be able to select from a large pool of potential employees (1).</li> </ul>	5.2.1	AO1	4 (2X2)
(ii)	<p>Explain <b>two</b> possible disadvantages to leisure organisations such as <i>Fit4Life</i> of employing fitness instructors on a self-employed basis.</p> <p>Award one mark for each identification up to a maximum of two and a further mark for each development point.</p> <p>Two from:</p> <ul style="list-style-type: none"> <li>• may not be as motivated as other staff (1) to achieve the objectives of the business (1)</li> <li>• may not be available to work (1) when the club requires them to work due to other commitments (1)</li> <li>• may not be willing to take part in training and development (1) and therefore might not have up-to-date skills for changing customer trends (1).</li> </ul>	5.2.1	AO1	4 (2X2)

Question	Answer	Spec ref	AO	Mark
(b) (i)	<p>Discuss how competition for job seekers, at a local <b>and</b> a national level, might affect human resource planning at <i>Fit4Life</i>.</p> <p>Levels of response criteria</p> <p><b>Level 1 - [1-2 marks]</b> Candidate demonstrates knowledge of competition for job seekers and applies it to the case study.</p> <p><b>Level 2 - [3-5 marks]</b> Candidate analyses the effects/consequences of competition for job seekers, on both a local and national level, on the facility in the case study.</p> <p><b>Level 3 - [6-8 marks]</b> The candidate discusses/evaluates the effects and consequences of competition for employees on <i>Fit4Life</i> and makes reasoned judgements based on their analysis.</p> <p><u>Competition for job seekers</u> - possible lines of argument include: For the more senior positions within the organisation, <i>Fit4Life</i> will be competing with other similar leisure organisations nationally and will have to offer remuneration packages that reflect the supply and demand for senior employees in the leisure industry. At the local level, they will be in direct competition with other local health clubs in local travel to work area, and in indirect competition with other leisure facilities all trying to recruit the best employees. <i>Fit4Life</i> may need to offer incentives to attract and retain staff. These could include improved employment terms such as higher rates of pay, financial incentives, and free use of the facilities. It may also result in higher levels of recruitment as staff move to other jobs, increasing the costs to the organisation.</p> <p>Accept other valid suggestions and lines of reasoning.</p>	5.2.2	AO1 AO2 AO3 AO4	1 1 3 3
(ii)	<p>State <b>one</b> possible <b>internal</b> issue that is likely to affect human resource planning at <i>Fit4Life</i>.</p> <p>One mark to be awarded for the correct identification of an internal issue relating to human resource planning, as given in the What You Need to Learn section of the unit.</p> <ul style="list-style-type: none"> <li>• different organisational structures, staff roles and responsibilities</li> <li>• responses to customer trends in terms of products and services</li> <li>• staff turnover</li> <li>• sickness rates and absenteeism.</li> </ul>	5.2.2	AO1	1

Question	Answer	Spec ref	AO	Mark
(iii)	<p>Discuss how the issue identified in (b)(ii) might affect the human resource planning at <i>Fit4Life</i>.</p> <p>Eg Staff turnover.</p> <p>Staff turnover being the amount of staff leaving an organisation over a period of time. Credit use of formula.</p> <p>Staff turnover is likely to be an ongoing issue for <i>Fit4Life</i> as it employs staff on both a part-time and self-employed basis, both of these groups of employees are likely to look for other career opportunities thus increasing staff turnover. Given the development of Bishops Park staff will have a choice of places to work - HRP will have to look at their terms and conditions to ensure they are competitive in the labour market.</p> <p>On the other hand, <i>Fit4Life</i> may accept a relatively high staff turnover as long as it does not affect the performance of the facility, as new staff can bring fresh ideas to the facility, which is important in the health and fitness industry.</p> <p>Accept other valid suggestions and lines of reasoning.</p> <p>Follow the same approach for the other internal issues, using the level of response criteria.</p> <p>Level of response criteria.</p> <p><b>Level 1 - [1-2 marks]</b> Candidate applies knowledge of the internal issue to the case study.</p> <p><b>Level 2 - [3-6 marks]</b> Candidate analyses the effects/consequences of the internal issue on the facility in the case study.</p> <p><b>Level 3 - [7-10 marks]</b> The candidate discusses/evaluates the effects and consequences of the internal issue on leisure organisation in the case study and makes reasoned judgements based on their analysis.</p>	5.2.2	AO2 AO3 AO4	2 4 4

Question	Answer	Spec ref	AO	Mark
2 (a) (i)	<p>Explain why Grace might have taken the decision to advertise the post both internally <b>and</b> externally.</p> <p>(ii) Award one mark for each statement up to a maximum of two plus one additional mark for development up to a maximum of two.</p> <p><b>Internally</b> – it offers the opportunity for existing staff promotion (1) which is considered to be a motivator.(1)</p> <p><b>Externally</b> – the post of General Manager is a very important position within the organisation structure of <i>Fit4Life</i> (1), therefore they need the maximum number of suitable applicants from which to choose. (1)</p> <p>Accept other valid suggestions.</p>	5.2.3	AO2 AO3	2 2
(b) (i)	<p>Identify <b>two</b> suitable external methods of recruitment advertising that could be used for the post of General Manager and explain why each method would be appropriate for this particular post.</p> <p>Award one mark for the identification of each suitable method, to a maximum of two marks. For each method, award one mark for basic explanation and one additional mark for development, up to a maximum of 4 marks.</p> <p>Possible answers include:</p> <p>Specialist leisure recruitment agency (1), these may have an existing database of suitable applicants (1) and can also sift potential applicants saving <i>Fit4Life</i> time. (1)</p> <p>Professional journals (1), these have a wide circulation in the leisure industry (1) and have similar vacancies to that of the Post of General Manager (1).</p> <p>Accept other valid suggestions such as:</p> <ul style="list-style-type: none"> <li>• local/national newspapers</li> <li>• their website.</li> </ul> <p>Accept named organisations if appropriate eg Leisure Opportunities.</p>	5.2.3	AO1 AO2 AO3	2 2 2

Question	Answer	Spec ref	AO	Mark
(ii)	<p>Evaluate how effective this advertisement would be in attracting a sufficient number of suitable applicants.</p> <p>Level of response criteria.</p> <p><b>Level 1 - [1-4 marks]</b> Candidate identifies strengths and/or weaknesses of the job advertisement and applies it to the context of the case.</p> <p><b>Level 2 - [5-8 marks]</b> Candidate analyses both strengths and weaknesses and is able to draw conclusions and make valid judgements about the overall effectiveness of the job advertisement.</p> <p>Possible answers include:</p> <p>Strengths include:</p> <ul style="list-style-type: none"> <li>• contains details of remuneration package</li> <li>• gives job title</li> <li>• gives location</li> <li>• gives details of the facilities at <i>Fit4Life</i></li> <li>• gives details relating to person specification</li> <li>• gives details of how to apply for the post.</li> </ul> <p>Weaknesses include:</p> <ul style="list-style-type: none"> <li>• no logo so it looks poor, unattractive to the eye</li> <li>• no company name so applicants can't research <i>Fit4Life</i></li> <li>• no real information on job description</li> <li>• no dates given for submission of application</li> <li>• no hours of work given.</li> </ul> <p>Accept other valid suggestions.</p>	5.2.3	AO3 AO4	4 4

Question	Answer	Spec ref	AO	Mark
(c)	<p>Grace has taken the decision to ask applicants to submit a curriculum vitae (CV) together with a letter of application. Evaluate the strengths <b>and</b> weaknesses of this method of application for the post of General Manager.</p> <p>Level of response criteria.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of methods of application.</p> <p><b>Level 2 – [3-4 marks]</b> Candidate applies knowledge to the context of the case study.</p> <p><b>Level 3 – [5-8 marks]</b> Candidate analyses the strengths and weaknesses of this particular method of application.</p> <p><b>Level 4 – [9-12 marks]</b> Candidate draws reasoned conclusions/judgements about the appropriateness of this form of job application based on their analysis.</p> <p>Strengths include:</p> <ul style="list-style-type: none"> <li>• less costly than application forms</li> <li>• quicker to action, time may be important, no need to send out documentation</li> <li>• does allow candidates to use IT, probably an essential requirement of the post</li> <li>• allows the candidate to highlight relevant qualifications, knowledge, skills and experience which is important for a senior position.</li> </ul> <p>Weaknesses include:</p> <ul style="list-style-type: none"> <li>• non standard format so difficult to shortlist</li> <li>• cannot use an application pack which could provide valuable information for potential applicants, especially for a senior position</li> <li>• cannot limit the number of applicants – for a small organisation it can be relatively costly to shortlist candidates</li> <li>• might not see candidates handwriting</li> <li>• CV could be prepared by a professional organisation and not be the applicants own work.</li> </ul> <p>Accept other valid suggestions.</p>	5.2.3	AO1 AO2 AO3 AO4	2 2 4 4

Question	Answer	Spec ref	AO	Mark
3 (a) (i)	<p>What is meant by the term “management by objectives.”</p> <p>Award one mark for the correct identification and a further mark for a development point to a maximum of two marks.</p> <p><i>Management by objectives:</i> is a method of coordinating and motivating a workforce by dividing the company’s overall goal into specific targets for each division, department, manager and possibly employee. It is a method of performance management which measures performance against specific agreed objectives.</p>	5.2.5	AO1	2
(ii)	<p>Explain how this might be an effective motivational technique in these circumstances.</p> <p>Level of response criteria.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates an understanding of how MBO can be used to motivate employees.</p> <p><b>Level 2 – [3-4 marks]</b> Candidate applies the benefits of MBO as a motivational technique to the case study.</p> <p>Responses could include reference to the following:</p> <p>By implementing MBO, Gareth will be involved in setting both his own and his department’s objectives. In this sense MBO acts as a motivator because individuals can track their own performance and measure this against agreed targets. Such delegation of responsibility is one of Herzberg’s motivators. This is closely linked to job enrichment and should help motivate Gareth.</p> <p>MBO allows employee’s achievements to be recognised and so should be motivating. In addition this can be linked to performance management, allowing Gareth to record his success at achieving his objectives. This might be useful should further opportunities for promotion arise, either internally or externally.</p> <p>MBO could also be regarded as a form of empowerment.</p> <p>All the above are likely to make Gareth feel valued by the company. It may help bridge the gap between his current post and the one he applied for.</p>	5.2.5	AO1 AO2	2 2

Question	Answer	Spec ref	AO	Mark
(b)	<p>Discuss the strengths and weaknesses of <b>one other</b> motivational technique <i>Fit4Life</i> might implement so that all staff work effectively as a team.</p> <p>Level of response criteria.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of a motivational approach or technique used to motivate staff in a leisure organisation and applies this to the case study.</p> <p><b>Level 2 – [3-5 marks]</b> Candidate analyses both the strengths and weakness of their selected motivational technique within the context of the case study.</p> <p><b>Level 3 – [6-8 marks]</b> The candidate discusses/evaluates the strengths and weaknesses of the motivational techniques and is able to draw conclusions and make judgements about the effectiveness of the technique. Award Level 2 maximum if candidate analyses only strengths or only weaknesses.</p> <p>Possible approaches and techniques come from What You Need To Learn section of the Unit and include:</p> <ul style="list-style-type: none"> <li>• financial rewards</li> <li>• job enlargement, job rotation, job enrichment</li> <li>• empowerment</li> <li>• working in teams.</li> </ul> <p>Example for working in teams:</p> <p>Team working as a group of individual employees working towards a clearly defined goal or objective, may be either formal or informal.</p> <p>Strengths could include:</p> <ul style="list-style-type: none"> <li>• increased loyalty - commitment to the team</li> <li>• meeting social needs of the staff (Maslow)</li> <li>• working in groups increases efficiency (Mayo)</li> <li>• less staff conflict – team takes responsibility for its own work.</li> </ul> <p>Weakness could include:</p> <ul style="list-style-type: none"> <li>• conflict between individual team members - part-time v full-time, new v existing staff</li> <li>• lack of clear objectives from the outset</li> <li>• conflict of objectives between the individuals' objectives and the teams objectives</li> <li>• ineffective leadership</li> <li>• poor communication – especially with part-time and self employed staff.</li> </ul>	5.2.5	AO1 AO2 AO3 AO4	1 1 3 3

Question	Answer	Spec ref	AO	Mark
(c)	<p>Discuss the effectiveness of appraisal techniques as a method of managing the performance of all <i>Fit4Life</i> employees.</p> <p>Level of response criteria.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of an appraisal method and applies this to the case study.</p> <p><b>Level 2 – [3-4 marks]</b> Candidate analyses the potential effectiveness of an appraisal method(s) within the context of the case study.</p> <p><b>Level 3 – [5-7 marks]</b> The candidate discusses/evaluates the effectiveness of appraisal methods in managing the performance of employees at F4L.</p> <p>Methods of appraisal include:</p> <ul style="list-style-type: none"> <li>• supervisor appraisal</li> <li>• self appraisal</li> <li>• peer appraisal</li> <li>• 360° appraisal.</li> </ul>	5.2.6	AO1 AO2 AO3 AO4	1 1 2 3

Question	Answer	Spec ref	AO	Mark
<p>4 (a)</p> <p>(i)</p>	<p>The move to Bishops Park will have significant human resource implications for <i>Fit4Life</i>, especially with regard to employment legislation.</p> <p>Explain how the day-to-day running of <i>Fit4Life</i> would be affected by the Working Time Directive.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of the relevant legislation.</p> <p><b>Level 2 – [3-6 marks]</b> Candidate applies knowledge of the legislation to the case study.</p> <p>Responses for Working Time Directive may include:</p> <ul style="list-style-type: none"> <li>• full-time staff would be restricted to working a maximum 48 hours per week unless they opted out – so staff may have to work shifts to cover all the opening hours</li> <li>• staff should have weekly rest periods, so rotas would have to take account of these as the facility is open 7 days a week</li> <li>• Staff must have daily rest breaks whilst at work; these must be worked out in advance so that all activities can take place as programmed</li> <li>• the directive might lead to an increase in the number of part-time employees so that the centre can be fully staffed over the long opening hours.</li> </ul>	5.2.3	AO1 AO2	2 4
(ii)	<p>Explain the possible implications for <i>Fit4Life</i> should it <b>fail</b> to comply with the Sex Discrimination Act.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of the relevant legislation.</p> <p><b>Level 2 – [3-6 marks]</b> Candidate applies knowledge of the legislation to the case study.</p> <p>For the Sex Discrimination Act:</p> <ul style="list-style-type: none"> <li>• employee/interviewee may require the employer to answer questions before filing a Tribunal case – time consuming to answer for a small organisation</li> <li>• employee/interviewee may file Employment Tribunal case – time consuming and may take staff away from the workplace</li> </ul>	5.2.3	AO1 AO2	2 4

Question	Answer	Spec ref	AO	Mark
	<ul style="list-style-type: none"> <li>• employee might win substantial compensation, which might lead to less being spent on other areas of HR like staff training</li> <li>• may result in bad publicity whatever the decision, leading to a loss of reputation.</li> </ul> <p>May affect the morale of existing staff leading to lower productivity or increased labour turnover.</p> <p>Accept other valid suggestions.</p>			
(b)	<p>Evaluate the benefits <b>and</b> limitations to <i>Fit4Life</i>, after moving to Bishop Park, of employing a flexible workforce.</p> <p>Level of response criteria.</p> <p>Responses should relate to both the benefits and limitations of a flexible workforce. Award Level 2 maximum if candidate fails to address both sides of the argument.</p> <p><b>Level 1 – [1-2 marks]</b> Candidate demonstrates knowledge of flexible workforces and applies knowledge to the case study.</p> <p><b>Level 2 – [3-6 marks]</b> Candidate applies their knowledge of flexible workforces in the context of the case study and analyses the benefits and/or limitations of a flexible workforce to the organisation.</p> <p><b>Level 3 – [7-10 marks]</b> Candidate analyses the benefits <b>and</b> the limitations of a flexible workforce and draws reasoned judgements about the benefits and limitations of them to the facility in the case study.</p> <p>Benefits include:</p> <ul style="list-style-type: none"> <li>• needs a flexible workforce in order to respond to changing customer trends and fashions.</li> <li>• as a small private sector organisation it needs to keep a check on salaries and wages in order to keep expenditure under control.</li> <li>• flexibility may also suit the employees, for example not working every weekend, child care arrangements.</li> <li>• it might allow the facility to cope with unexpected variations in demand for activities or seasonality without significantly increasing the costs.</li> </ul>	5.2.3	AO1 AO2 AO3 AO4	1 1 4 4

Question	Answer	Spec ref	AO	Mark
	<p>Limitations include:</p> <ul style="list-style-type: none"><li>• non-core employees might feel less valued by the organisation and so be less motivated</li><li>• labour turnover might increase; this will lead to increased recruitment, selection and training costs</li><li>• might lead to temporary staff shortages and cancelled sessions leading to a reduction in the level of customer service</li><li>• the management may have to implement more extrinsic motivational techniques in order to improve the performance of non-core employees.</li></ul> <p>Accept other valid lines of argument.</p>			

Question	AO1	AO2	AO3	AO4	Total
1(a)(i)	4				4
1(a)(ii)	4				4
1(b)(i)	1	1	3	3	8
1(b)(ii)	1				1
1(b)(iii)		2	4	4	10
2(a)(i)		2	2		4
2(b)(i)	2	2	2		6
2(b)(ii)			4	4	8
2(c)	2	2	4	4	12
3(a)(i)	2				2
3(a)(ii)	2	2			4
3(b)	1	1	3	3	8
3(c)	1	1	2	3	7
4(a)(i)	2	4			6
4(a)(ii)	2	4			6
4(b)	1	1	4	4	10
<b>Total</b>	<b>25</b>	<b>22</b>	<b>28</b>	<b>25</b>	<b>100</b>

**Applied GCE Leisure Studies H128  
January 2007 Assessment Series**

**Coursework Unit Threshold Marks**

Unit		Maximum Mark	a	b	c	d	e	u
<b>G180</b>	Raw	50	41	36	31	26	21	0
	UMS	100	80	70	60	50	40	0
<b>G181</b>	Raw	50	41	36	31	26	21	0
	UMS	100	80	70	60	50	40	0
<b>G183</b>	Raw	50	41	36	31	26	22	0
	UMS	100	80	70	60	50	40	0
<b>G185</b>	Raw	50	41	36	31	26	22	0
	UMS	100	80	70	60	50	40	0

**Examined Unit Threshold Marks**

Unit		Maximum Mark	a	b	c	d	e	u
<b>G182</b>	Raw	100	80	70	60	50	41	0
	UMS	100	80	70	60	50	40	0
<b>G184</b>	Raw	100	80	70	60	50	40	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
<b>UMS (max 300)</b>	240	210	180	150	120

**Cumulative Percentage in Grade**

**Advanced Subsidiary GCE G128:**

A	B	C	D	E	U
0.00	12.50	54.17	91.67	100.0	0

There were 24 candidates aggregating in Jan 2007.

For a description of how UMS marks are calculated see;  
[http://www.ocr.org.uk/exam\\_system/understand\\_ums.html](http://www.ocr.org.uk/exam_system/understand_ums.html)

Statistics are correct at the time of publication.

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