

Modified Enlarged 18 pt

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

Wednesday 18 January 2023 – Morning

Level 3 Cambridge Technical in Sport and Physical Activity

05872

Unit 21: The business of sport

Time allowed: 1 hour 30 minutes plus your additional time allowance

No extra materials are needed.

Please write clearly in black ink.

**Centre
number**

--	--	--	--	--

**Candidate
number**

--	--	--	--

First name(s)

Last name

Date of birth

D	D	M	M	Y	Y	Y	Y
---	---	---	---	---	---	---	---

READ INSTRUCTIONS OVERLEAF

INSTRUCTIONS

Use black ink. You can use an HB pencil, but only for graphs and diagrams.

Write your answer to each question in the space provided. If you need extra space use the lined pages at the end of this booklet. The question numbers must be clearly shown.

Answer ALL the questions.

INFORMATION

The total mark for this paper is 70.

The marks for each question are shown in brackets [].

Quality of written communication will be assessed in questions marked with an asterisk (*).

ADVICE

Read each question carefully before you start your answer.

SECTION A

Answer ALL the questions.

- 1 Outline what Corporate Social Responsibility involves for sports businesses.**

[2]

- 2 Identify THREE sources of funding for sports clubs.**

1

2

3

[3]

- 3 Name ONE QUANGO involved with sports businesses.**

[1]

- 4 State FOUR ways that a school might use funding that it receives for sport or physical activity.**

1

2

3

4

[4]

5 Describe THREE positive impacts of commercialisation on a professional sports club.

1 _____

2 _____

3 _____

[3]

6 Sports development is one responsibility of sports organisations in the UK.

Identify FOUR other responsibilities of these organisations.

1 _____

2 _____

3 _____

4 _____

[4]

- 7 Name THREE international governing bodies which have an impact on sport in the UK.**

1 _____

2 _____

3 _____

[3]

- 8 Which of the following are measures of success for sports businesses?**

Put a tick (✓) next to the THREE correct responses. [3]

Benchmarking/best practice

☐

Growth of product/service

☐

Local needs/demographics

☐

Loyalty/reward schemes

☐

Share price

☐

Winning trophies and competitions

☐

- 9 Which of the following is a benefit to a sports business of customer loyalty/retention?**

Put a tick (✓) in the box next to ONE correct answer. [1]

It can have a negative impact on reputation

☐

It makes employees' jobs easier

☐

It makes other businesses lower their prices

☐

It requires them to offer more discounts

☐

- 10 Identify TWO rights of volunteers who work in sports businesses.**

1 _____

2 _____

[2]

- 11 Describe TWO ways that a village football club could demonstrate their eligibility for funding.**

1 _____

2 _____

[2]

12 Identify TWO parts of the macro-environment of a sports business.

1 _____

2 _____

[2]

SECTION B

Answer ALL the questions.

13 Use the word bank to complete the sentences. [5]

developed	engagement	executives	exploited
finances	improved	leisure	money
players	profit	sociable	statement

Commercialisation is sometimes defined as being managed or _____ in order to make a _____ .

It can be seen as the transformation of sport from a _____ activity to a paid spectator/performer activity.

It also leads to sports businesses realising the importance of customer/fan _____ .

Commercialisation is important to sport and physical activity.

It can lead to an improvement in facilities and in the recruitment and development of _____ .

14 Discuss the reasons why a cycling club might use volunteers to help organise and run a competitive race that they are hosting.

[illegible]

15 Draw a line to link each of the examples of contract types described below to the correct job in a sports business. [5]

CONTRACT TYPE	JOB
Voluntary	Works in a gym at weekends.
Part-time	Paid stewards for a one-off sports event.
Seasonal	Working on the drinks stall at a community fun run.
Permanent	Works in a sports retail shop during the Christmas holidays.
Outsourcing	Manager of a leisure centre.

16 Describe FIVE methods of staff retention used by sports businesses.

1

2

3

4

5

[5]

SECTION C

Answer ALL the questions.

Nike fights on two fronts as brand is linked to bribery and doping allegations

Bribery and doping allegations in football and athletics have dragged sportswear maker Nike into two simultaneous public relation crises in recent years. While the company, currently valued at almost \$90 bn, is used to battling threats to its reputation, having to defend its globally recognised brand on two fronts is unwelcome.

Dr Leah Donlan, lecturer in marketing at Manchester Business School said, “it is reasonable to expect that customers might start to develop negative associations about the Nike brand”.

Nike agreed to pay \$40 m in “marketing fees” to the sports marketing firm responsible for marketing the Brazilian football team “on top of the \$160 m it was obligated to pay”, to secure the sponsorship of the team. Nike has strongly defended itself against suggestions that these overpayments were a form of kickback, saying that the legal claim does “not allege that Nike engaged in criminal conduct” or that “any Nike employee was aware of or knowingly participated in any bribery or kickback scheme”.

However, Nike appeared to have an extraordinary influence over the Brazilian team. Under its sponsorship deal, Nike was allowed to arrange five friendly matches a year for the team. It was even allowed to select the opponents and players for the so-called “Nike games”.

Whilst football is a big earner for Nike, the brand was actually established to make running shoes in Portland, Oregon. It is here that the Nike Oregon Project started, where Alberto Salazar, considered America's most powerful running coach, has trained a number of highly successful competitors, including Britain's Mo Farah.

The Nike Oregon Project has been closed down after head coach Alberto Salazar was banned for four years after being found guilty of doping violations. In a statement, a Nike spokesperson said the Salazar situation had become "an unfair burden" on athletes on the elite training programme. "Nike has always tried to put the athlete and their needs at the front of all of our decisions."

Nike said: "We take the allegations very seriously, as Nike does not condone the use of performance-enhancing drugs in any manner." The company's share price has hardly moved since the bribery and doping scandals emerged. However, the company is well aware that scandals can provide opportunities.

In the past, Nike has promoted its association with two of sport's biggest bad boys – footballer Eric Cantona and tennis star John McEnroe. Even reformed dope cheats are not considered out of bounds for Nike. They caused a controversy by signing Justin Gatlin, the US sprinter who has served two bans in the past for doping.

Sources:

<https://www.theguardian.com/sport/2015/jun/06/nike-fifa-salazar-brazil-football-athletics-doping-allegations>

<https://www.bbc.co.uk/sport/athletics/50011044>

17 (a)* Using examples, describe the different types of corruption in sports businesses.

Explain whether you think that Nike has met their commitment to demonstrating Corporate Social Responsibility. [8]

[illegible]

(b) Analyse the negative impacts of commercialisation on sports businesses in relation to:

Who controls sport: _____

Over-reliance on funds/money from commercial sources: _____

Pressure on players: _____

(c) Nike is a global, private sector business.

Describe the characteristics of such an organisation.

[6]

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined pages. The question numbers must be clearly shown in the margins – for example, 14 or 17(a)*.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Oxford Cambridge and RSA

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website (www.ocr.org.uk) after the live examination series.

For queries or further information please contact the Copyright Team, OCR (Oxford Cambridge and RSA Examinations), The Triangle Building, Shaftesbury Road, Cambridge CB2 8EA.

Version 2