

Leisure Studies

Advanced GCE A2 H528

Advanced Subsidiary GCE AS H128

Mark Schemes for the Units

January 2008

H128/H528/MS/R/08J

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G182 Leisure industry practice

Q	Expected answer	AO	Spec ref	Mark
1 (a)	<p>State <u>four</u> criteria of the Charter Mark quality standard.</p> <p><i>One mark for each correct identification up to a maximum of four identifications.</i></p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • provides a choice to their customers so that a wide range of needs are catered for (1); • promote continuous improvement (1); • benefits of new technology are maximised (1); • resources used effectively and imaginatively (1); • users and staff are consulted on where choices are to be made (1); • the facility contributes to improving the opportunities and quality of life in the community it serves (1). <p>Or simply:</p> <ul style="list-style-type: none"> • sets standards (1); • talks to customers (1); • customers have good choice (1); • improvement (1); • resources used well (1); • helps those in community (1) • any other valid suggestion. 	A01	3.2.4	4*1

(b)	<p>Discuss how inadequate storage could affect its stock control system.</p> <p>Level 1: (1-2 marks) <i>Candidate applies knowledge of stock control systems or how this might affect the stock control system. Candidate identifies what a stock control system is and why it is used.</i></p> <p>Level 2: (3-5 marks) <i>Candidate explains/analyses how inadequate storage facilities could affect stock control systems at CLC. Candidate identifies limited examples from the case study and analyses these issues for CLC.</i></p> <p>Level 3: (6-8 marks) <i>Candidate discusses how inadequate storage facilities could affect stock control at CLC. Candidate identifies a range of examples and the impact of these on customer satisfaction, staff satisfaction, centre operations and financial management.</i></p> <p>Disadvantages:</p> <ul style="list-style-type: none"> • bar staff require storage for barrels and if stored away from the bar could cause injury/strain; • bar would be unattended if staff have to go to collect more stock; • large quantities of soft drinks taken after exercise and could need sizeable storage; • stock moved around would not help paper based system. <p>Advantages:</p> <ul style="list-style-type: none"> • café has perishable goods and therefore should not require huge storage; • stock ties up money so advantageous to have small quantities of stock. 	A01 A02 A03 A04	3.2.5	Levels
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(c)	<p>Discuss the factors that CLC needs to consider when deciding which system is most appropriate to its needs.</p> <p>Level 1: (1-2 marks) <i>Candidate applies knowledge of the factor(s) which need to be considered when deciding which electronic system is most appropriate. Candidate may list key factors but fails to elaborate on their purpose in helping to make a decision.</i></p> <p>Level 2: (3-5 marks) <i>Candidate explains/analyses the factor(s) which need to be considered when deciding which electronic stock control system is most appropriate at CLC. Candidate identifies limited factors and analyses why these need consideration.</i></p> <p>Level 3: (6-8 marks) <i>Candidate discusses the factor(s) which need to be considered when deciding which electronic stock system is most appropriate at CLC. Candidates identifies key factors that will effect the choice of stock control and evaluates both sides – the positive and negative before coming to a conclusion.</i></p> <p>Note:</p> <p><i>The range of factors that could/should be considered within responses are:</i></p> <ul style="list-style-type: none"> • value for money; • fitness for purpose; • accuracy/efficiency; • ease of use; • health and safety; • security. 	A02 A03 A04	3.2.5	Levels
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2 (a)	<p>Explain what is meant by a ‘duty of care’.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: a duty of care should be set by all organisations (1) such that all reasonable measure are taken to ensure people will be safe (1); when an organisation has to look after the safety of its customers (1); any other valid suggestion.</p>	A01	3.2.1	1+1
(b)	<p>Complete the risk assessment for this activity.</p> <p><i>Up to eight marks.</i></p> <p>Possible responses may include:</p> <p>Probability: 4 (1); Severity: 4 (1).</p> <p>Who could be harmed:</p> <ul style="list-style-type: none"> • other climbers (1); • spectators (1); • instructors (1); • any other valid suggestion. <p>Consequence:</p> <ul style="list-style-type: none"> • broken limb (1); • head injuries (1); • bruising (1); • stressed climber due to being stuck on the wall (1); • any other valid suggestion. <p>Measure:</p> <ul style="list-style-type: none"> • helmets to be worn (1); • spectators to have identified area (1); • unqualified climbers to be on wall only with instructor (1); • sufficient mat protection (1); • any other valid suggestion. 	A01 A02 A03 A04	3.2.1	12*1

(c)	<p>Analyse the impact the Data Protection Act will have on the day-to-day operations of CLC.</p> <p>Level 1: (1-2 marks) <i>Candidate identifies knowledge of the DPA. Candidate may merely list the key areas of the data protection act itself without any further development as to the impact on day to day operations.</i> e.g:</p> <ul style="list-style-type: none"> • only relevant information should be asked of members; • information regarding members should be stored securely, with limited access to that information. <p>Level 2: (3-5 marks) <i>Candidate applies knowledge of the DPA to the day-to-day operations of CLC.</i> <i>The candidate will start to make links between the act and the day to day operations, but these are limited.</i></p> <p>e.g. - information regarding members should be stored securely, with limited access to that information this means they need to use passwords.</p> <p>Level 3: (6-8 marks) <i>Candidate explains/analyses the (likely) impact of the DPA on the day-to-day operations of CLC.</i></p> <p>Only relevant information should be asked of members, therefore CLC need to ensure when asking for information from customers they only collect what is necessary. This will impact onto the collection of data and the production of forms to do so. Information regarding members should be stored securely with limited access to that information. The impact for CLC is that they need to have a system in place where only appropriate members of staff can access the information. This means they will have to implement systems such as the use of firewalls, passwords and only specific staff members have right of access to all areas.</p>	A01 A02 A03	3.2.1	Levels
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3 (a) (i)	<p>Explain each of the following terms in relation to CLC.</p> <p>Product branding.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: the marketing process of giving a product or service a distinctive identity (1) that makes it easily identifiable and separate from its competition (1); moves on to make the link between the eight facilities being branded to present an image of an organisation (1) which operated to the same standards (1); any other valid suggestion.</p>	A02	3.2.2	1+1
(ii)	<p>Explain each of the following terms in relation to CLC.</p> <p>Direct marketing.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: CLC maintains a list of customers to whom they can make direct contact (1) and market events that would be of direct interest to them (1); where marketing communication is carried out on a one to one basis with the customer (1); any other valid suggestion.</p>	A02	3.2.2	1+1
(iii)	<p>Explain each of the following terms in relation to CLC.</p> <p>Sponsorship.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: the financial support/payment by one organisation to another in order to obtain publicity by association (1). The climbing wall being sponsored by a well know outdoor equipment company in return for its logo being used all over the promotional material and the wall itself (1); the financial support/payment by one organisation to another in order to obtain publicity by association (1); any other valid suggestion.</p>	A02	3.2.2	1+1

(b)	<p>Discuss how the management of CLC can use its SWOT analysis in order to improve its marketing strategy over the next twelve months.</p> <p>Level 1: (1-2 marks) Candidate applies knowledge of SWOT analysis. Candidate defines a SWOT as an internal tool that identifies an organisations strengths, weaknesses, opportunities and threats and may go on to highlight an example in each of the four areas.</p> <p>Level 2: (3-5 marks) Candidate explains/analyses how the management of CLC could use its SWOT analysis to improve its marketing strategy. The candidate moves on to make links between the areas identified and the impact it has on the marketing strategy.</p> <p>Level 3: (6-8 marks) Candidate evaluates how the management of CLC could use its SWOT analysis to improve its marketing strategy over the next 12 months. Candidate clearly identifies the SWOT analysis as a tool to identify CLC's current and potential position. The candidate goes on to identify areas within the organisation and makes direct links between these and the marketing strategy, such as being able to concentrate resources in the right area, achieve customer satisfaction, identifying the right product or the need to modify a product to meet customer needs.</p>	AO2 AO3 AO4	3.2.2	Levels
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(c)	<p>Identify <u>two</u>:</p> <p>political factors; economic factors; social factors; technical factors;</p> <p>which are likely to affect CLC.</p> <p><i>One mark for each correct identification up to a maximum of eight identifications.</i></p> <p>Possible responses may include:</p> <p>Political factors:</p> <ul style="list-style-type: none"> • changes in political party (1); • changes in legislation (1); • changes in taxation (1). <p>Economic factors:</p> <ul style="list-style-type: none"> • limited disposable income locally (1); • unemployment levels (1); • levels of investment locally (1). <p>Social factors:</p> <ul style="list-style-type: none"> • ageing population (1); • changing fashions in leisure choices (1); • social attitude to exercise (1). <p>Technical factors:</p> <ul style="list-style-type: none"> • telecommunication (1); • development in home based leisure (1). <p>Any other valid suggestion.</p>	A01 A02	3.2.2	8*1
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4 (a)	<p>State <u>two</u> methods of payment that could be used by customers at CLC.</p> <p><i>One mark for each correct identification up to a maximum of two identifications.</i></p> <p>Possible responses may include: cash (1); debit card (1); credit card (1); cheque (1); any other valid suggestion.</p>	A01	3.2.3	2*1
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<p>(b)</p>	<p>Assess the benefits and drawbacks to CLC of electronically recording all payments and customer information.</p> <p>Level 1: (1-2 marks) <i>Candidate shows knowledge of recording payment/customer information electronically. Knowledge is limited to the identification of the types of information that may be recorded with some possible advantages and disadvantages shown.</i></p> <p>Level 2: (3-4 marks) <i>Candidate applies knowledge of recording payment/customer information electronically within CLC. Candidate identifies advantages and disadvantages of using an electronic system possibly in comparison to a paper based system.</i></p> <p>Level 3: (5-7 marks) Candidate explains/analyses the benefit(s)/drawback(s) to CLC of recording all payments/customer information electronically.</p> <p>Level 4: (8-10 marks) <i>Candidate evaluates the benefit(s)/drawback(s) to CLC of recording all payments/customer information electronically. Candidate can identify the advantages and disadvantages of collecting information this way and moves the ideas on to areas such as how it could help with areas of management decision making such as marketing, financial planning and resourcing.</i></p> <p>Advantages:</p> <ul style="list-style-type: none"> • membership can be recorded and also electronically itemise members when payments are due; • entry information can be used to design programming for best use of facilities; • point of sales records will help stock recording. <p>Disadvantages:</p> <ul style="list-style-type: none"> • is the system reliable?; • is it fit for the purpose?; • data protection problems with information electronically stored; • difficult to understand system for staff. 	<p>A01 A02 A03 A04</p>	<p>3.2.3</p>	<p>Levels</p>
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(c)	<p>Assess how a cash-flow forecast such as that which would be shown in Fig.2 can help the decision making at CLC.</p> <p>Level 1: (1-2 marks) <i>Candidate applies knowledge of cash-flow forecasts.</i></p> <p>Level 2: (3-5 marks) <i>Candidate analyses/explains how cash-flow forecast can help in the forward planning of CLC.</i></p> <p>Level 3: (6-8 marks) <i>Candidate evaluates how cash-flow forecast can help in the forward planning of CLC.</i></p> <p>Possible responses may include: It shows the expected income and expenditure for a business over a specified period of time and helps the organisation know what is coming in and going out so they can plan (L1). This enables the organisation to work out the income of the organisation, work out the expenditure of the organisation, identify short term cash flow problems, identify areas where additional income may be generated and to know at any point where money is owed (L2). An organisation must try to ensure that sufficient funds are entered in the cash in flow to meet the amount of expenditure for cash out flow. If this is not maintained the organisation runs the risk of running out of money, which would have a drastic impact on all areas of operation – not able to pay suppliers, wages etc, which impacts on the running of the organisation and its reputation. By understanding where the short-term problems are, CLC could put strategies into place (L3). Any other valid suggestion.</p>	A02 A03 A04	3.2.3	Levels
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5 (a)	<p>Explain what is meant by:</p> <p>qualitative data.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: looks at depth at consumers feelings, desires and perceptions (1) difficult to measure (1); data to do with feelings (1); any other valid suggestion.</p>	A02	3.2.5 3.2.2	1+1
	<p>Explain what is meant by:</p> <p>quantative data.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: more structured information (1) that is statically measurable (1); data to do with numbers (1); any other valid suggestion.</p>	A02	3.2.5 3.2.2	1+1

(b)	<p>Discuss how the management of CLC could monitor the success of a new climbing wall.</p> <p>Level 1: (1-2 marks) Candidate shows knowledge of how management could monitor success and identifies some basic measures such as asking customers what they think, see how many people use it.</p> <p>Level 2: (3-4 marks) Candidate applies knowledge of how management could monitor success within CLC. Candidate identifies specific measures that could be used in CLC, giving examples such as comments boxes and surveys.</p> <p>Level 3: (5-7 marks) Candidate explains/analyses how the management of CLC could monitor the success of its new climbing wall. Candidate identifies specific measures that could be used in CLC, giving examples and moving on to show how they could use the information collected.</p> <p>Level 4: (8-10 marks) Candidate discusses how the management of CLC could monitor the success of its new climbing wall. Candidate looks at both qualitative and quantitative methods and the validity of using these methods. Candidate identifies both the positive and negatives of each method. Candidate moves on to identify the need to continually evaluate products and services to meet changing needs and expectations of customers.</p> <p>Note:</p> <p>The range of factors that could be included within the response are:</p> <ul style="list-style-type: none"> • operational performance; • financial performance; • customer satisfaction. <p>Quantitative:</p> <ul style="list-style-type: none"> • increase in sales; • increase in profit; • turnover; • number of visits to the facility. <p>Qualitative:</p> <ul style="list-style-type: none"> • feedback from customers via; • comments card; • surveys; • focus groups. 	A01 A02 A03 A04	3.2.5	Levels
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(c)	<p>Explain how location and access affect CLC.</p> <p>Level 1: (1-2 marks) <i>Candidate shows knowledge of place giving basic definition of place as the place where the leisure activities are undertaken and also made available to the customer, often know as the channel of distribution.</i></p> <p>Level 2: (3-4 marks) <i>Candidate applies knowledge of place to CLC. Candidate begins to highlight elements of place of CLC pulling examples straight from the case study with limited development. Located in the centre of the city, on the first floor of a shopping centre.</i></p> <p>Level 3: (5-6 marks) <i>Candidate explains place in relation to CLC, showing key elements of place for CLC and indicates the impact of these in a positive or negative way.</i></p> <p>e.g. - the location of CLC on the first floor of the leisure centre in the centre of town could affect access in both a positive and negative way. Due to the lack of parking it may limit how many people travel to the centre. However, it may attract more people from the local shops and offices during lunch time and after work.</p>	A01 A02 A03	3.2.2	Levels
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G184 Human resources in the leisure industry

Q	Expected answer	AO	Spec ref	Mark
1 (a) (i)	<p>Explain what is meant by the term ‘redundancy’.</p> <p><i>Up to two marks for explanation.</i></p> <p>Possible responses may include: redundancy occurs when a job function is no longer required (1) and therefore there is no need to employ anyone in that job any longer (1); any other valid suggestion.</p>	A01	5.2.6	1+1
(ii)	<p>Outline steps which could be used by a leisure organisation when staff are to be made redundant.</p> <p><i>One mark for each correct statement up to a maximum of four statements but allow development marks.</i></p> <p>Possible responses may include: analyse the current jobs within the leisure organisation (1); decide which jobs are essential (1); decide which jobs are no longer required (1); make the jobs redundant (1); inform those employees to be made redundant (1); calculate redundancy payments (1); any other valid suggestion.</p>	A01	5.2.6	4*1
(b)	<p>Identify and explain <u>two</u> reasons why GOactive might need to recruit staff.</p> <p><i>One mark for each correct identification up to maximum of two identifications plus up to a further one mark for each of two explanations.</i></p> <p>Possible responses may include: growth (1) – additional employees for additional roles (1); seasonality (1) – add staff during peak periods (1); changing job roles (1), staff with different skills required (1); internal promotion (1) to continue the activity (1); any other valid suggestion.</p>	A01 A02	5.2.3	(1+1)*2

(c) (i)	<p>Suggest a different job role suitable for each of the following types of employment.</p> <p><i>One mark for each correct identification up to a maximum of four identifications.</i></p> <p>Possible responses may include: receptionists (1); activity instructors (1); student coaches (1); fitness coaches (1); any other valid suggestion.</p>	A01	5.2.1	4*1
(ii)	<p>For <u>two</u> of the types of employment given in <u>part (c)(i)</u>, assess the benefits <u>and</u> limitations of that type of employment for the <u>employees</u> of leisure organisations.</p> <p>Level 1: (1-2 marks) <i>Candidate applies knowledge of differing type(s) of employment within the leisure industry.</i></p> <p>Level 2: (3-6 marks) <i>Candidate analyses the benefits and/or limitations of these two type(s) of employment for the employees of leisure organisations.</i></p> <p>Level 3: (7-10 marks) <i>Candidate evaluates the benefits and limitations of these two type(s) of employment for the employees of leisure organisations.</i></p> <p>Possible responses may include: Part-time – work round other commitments, more flexible but less job security, less communication with the organisation, might affect levels of motivation. Any other valid suggestion.</p>	A02 A03 A04	5.2.1	Levels

2 (a)	<p>Discuss how the economy at <u>both</u> a local and national level might affect human resource planning at <i>Goactive</i>.</p> <p>Level 1: (1-2 marks) <i>Candidate identifies how the local/national economy could affect human resource planning at Goactive.</i></p> <p>Level 2: (3-5 marks) <i>Candidate applies knowledge of how the local/national economy might affect human resource planning at Goactive.</i></p> <p>Level 3: (6-8 marks) <i>Candidate analyses how the local/national economy might affect human resource planning at Goactive.</i></p> <p>Level 3: (9-12 marks) <i>Candidate evaluates how the local/national economy might affect human resource planning at Goactive.</i></p> <p>Possible responses may include: Economic climate affects the supply and demand for labour, both locally and nationally; high demand for labour might result in an increase in salaries and wages to attract staff at all levels; the economy affects people incomes, a rise in incomes might lead to more people taking holidays during school holidays, so reducing the demand for labour at <i>Goactive</i>. Any other valid suggestion.</p>	A01 A02 A03 A04	5.2.2	Levels
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(b)	<p>Assess the advantages and disadvantages of different types of organisational structure, making a recommendation as to which type Goactive should adopt.</p> <p>Level 1: (1-2 marks) Candidate identifies different type(s) of organisational structure.</p> <p>Level 2: (3-5 marks) Candidate applies knowledge of organisational structure(s) (in the context of Goactive).</p> <p>Level 3: (6-8 marks) Candidate analyses the advantages/disadvantages of different type(s) of organisational structure(s).</p> <p>Level 4: (9-12 marks) Candidate evaluates the advantages/disadvantages of different types of organisational structure and makes a supported recommendation as to which Goactive should adopt.</p> <p>Possible responses may include: A flat structure might be better as it is only a small company and needs to implement decisions quickly; a hierarchical structure (L1) will offer more promotional opportunities (L2) but a longer chain of command might mean that decisions take longer to be implemented (L3). Any other valid suggestion.</p>	A01 A02 A03 A04	5.2.2	Levels
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3 (a)	<p>Discuss the extent to which the use of different recruitment and selection documentation will help Goactive appoint suitable staff.</p> <p>Level 1: (1-2 marks) <i>Candidate identifies aspects of recruitment/selection documentation.</i></p> <p>Level 2: (3-5 marks) <i>Candidate applies knowledge of recruitment/selection documentation (in the context of Goactive).</i></p> <p>Level 3: (6-8 marks) <i>Candidate analyses how recruitment/selection documentation will help Goactive appoint suitable staff.</i></p> <p>Level 4: (9-12 marks) <i>Candidate evaluates the extent to which recruitment/selection documentation will help Goactive appoint suitable staff.</i></p> <p>Possible responses may include: A job description helps clarify what is expected from employees. It provides a clear description of what the company is looking for and therefore reduces unsuitable applicants. Person specifications allow the company to shortlist applicants and to rank the criteria by which applicants can be judged and can help with decision making. Any other valid suggestion.</p>	A01 A02 A03 A04	5.2.3	Levels
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(b)	<p>Outline a process that could be followed in order to shortlist applicants for interview for the position of senior coach/team leader at Goactive.</p> <p><i>One mark for each correct statement up to a maximum of four statements but allow development marks.</i></p> <p>Possible responses may include: list the criteria for making the decision (1); rank the criteria in order of importance (1); divide criteria into essential and desirable (1); use application forms to match applicants to criteria (1); score applicants in relation to criteria (1); decide how many to interview (1); select applicants for interview (1); invite applicants to interview (1); keep a record of decisions made (1); any other valid suggestion.</p>	A01 A02	5.2.3	4*1
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(c)	<p>Goactive plans to hold group interviews for many of the advertised positions. Discuss the benefits of group interviews for:</p> <p>Goactive; the applicants.</p> <p>Level 1: (1-2 marks) <i>Candidate describes group interviews.</i></p> <p>Level 2: (3-5 marks) <i>Candidate applies knowledge of group interviews (in the context of Goactive).</i></p> <p>Level 3: (6-8 marks) <i>Candidate analyses the benefit(s) of group interviews to Goactive/the applicants.</i></p> <p>Level 4: (9-12 marks) <i>Candidate evaluates the benefit(s) of group interviews to Goactive/the applicants.</i></p> <p>Possible responses may include: Goactive might have to interview many people, so it will save time and money. This might be crucial to Goactive; a lack of staff will mean cancelled sessions and a loss of revenue that cannot be made up at a later date. Group interviews may be crucial to them. Group interviews also allow them to access how potential staff work in a group situation and how they interrelate with each other – a vital skill in the leisure industry. Group interviews may be stressful for applicants, and to canvas the opinions of others about the organisation. Will allow them to demonstrate their abilities to work with others. If appointed, will have a friendly face when they first start. Any other valid suggestion.</p>	A01 A02 A03 A04	5.2.3	Levels
4 (a) (i)	<p>State two methods Goactive could use to train employees.</p> <p><i>One mark for each correct identification up to a maximum of two identifications.</i></p> <p>Possible responses may include: induction training (1); mentoring (1); coaching (1); on-the-job training (1); off-the-job training (1); any other valid suggestion.</p>	A01	5.2.4	2*1

(ii)	<p>Evaluate the importance of training and development to leisure organisations such as <i>Goactive</i>.</p> <p>Level 1: (1-2 marks) Candidate applies knowledge of training/development within the leisure industry.</p> <p>Level 2: (3-6 marks) Candidate analyses the role of training/development in leisure organisations.</p> <p>Level 3: (7-10 marks) Candidate evaluates the importance of training/development to leisure organisations.</p> <p>Possible responses may include: Might reduce labour turnover, increase motivation and allow new activities to be added to the programme; training adds to the competitiveness of the organisation and may give it an advantage in the competitive leisure industry; training and development allows <i>Goactive</i> to develop and retain people with the right skills to meet the future needs of the business over time, thus responding to changes in fashion and participation rates; but it is expensive in terms of the cost of trainers or courses, off-the-job training might leave sessions understaffed. Development is more about the individual rather than the needs of <i>Goactive</i> – it might end up training staff for other leisure organisations if staff leave for better jobs. Any other valid suggestion.</p>	A02 A03 A04	5.2.4	Levels
(b) (i)	<p>State <u>two</u> reasons why job enrichment may <u>not</u> be successful in motivating staff in leisure organisations.</p> <p><i>One mark for each correct identification up to a maximum of two identifications.</i></p> <p>Possible responses may include: staff may not want additional responsibility (1); many might be students/casual labour only interested in short-term financial rewards (1); being given greater responsibility might be viewed by staff as a cost saving exercise (1); to get staff at lower levels to do more work for the same pay (1); any other valid suggestion.</p>	A01	5.2.5	2*1

(ii)	<p>Discuss the benefits and limitations of one other motivational approach which <i>Goactive</i> might introduce to help reduce staff turnover and absenteeism.</p> <p>Level 1: (1-2 marks) <i>Candidate applies knowledge of one other motivational approach within the leisure industry.</i></p> <p>Level 2: (3-6 marks) <i>Candidate analyses the benefit(s)/limitation(s) of one other motivational approach to <i>Goactive</i>.</i></p> <p>Level 3: (7-10 marks) <i>Candidate evaluates the benefit(s)/limitation(s) of one other motivational approach to <i>Goactive</i> in reducing staff turnover/absenteeism.</i></p> <p>Possible responses may include: Appraisal – staff have a formal opportunity to discuss their performance with their line manager, and can also discuss the performance of the business with their line manager – if it happens it can be motivating knowing you are going to have a review, appraisal could be linked to remuneration such as performance related pay. But, staff may feel threatened by the appraisal system and so it could act as a barrier. It may not be appropriate for <i>Goactive</i> as they may employ a lot of temporary staff more interested in direct financial rewards. Any other valid suggestion.</p>	A01 A02 A03 A04	5.2.5	Levels
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Grade Thresholds

GCE Leisure Studies (H128/H528)
January 2008 Examination Series

Coursework Unit Threshold Marks

Unit		Maximum Mark	A	B	C	D	E	U
G180	Raw	50	42	37	32	27	22	0
	UMS	100	80	70	60	50	40	0
G181	Raw	50	42	37	32	27	22	0
	UMS	100	80	70	60	50	40	0
G183	Raw	50	42	37	32	27	22	0
	UMS	100	80	70	60	50	40	0
G185	Raw	50	42	37	32	27	22	0
	UMS	100	80	70	60	50	40	0

Examined Unit Threshold Marks

Unit		Maximum Mark	A	B	C	D	E	U
G182	Raw	100	80	70	60	50	41	0
	UMS	100	80	70	60	50	40	0
G184	Raw	100	79	69	59	49	39	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
UMS (max 300)	240	210	180	150	120

Advanced GCE (H528):

Overall Grade	A	B	C	D	E
UMS (max 600)	480	420	360	300	240

Cumulative Percentage in Grade

Advanced Subsidiary GCE (H128):

A	B	C	D	E	U
0	10	50	80	100	100
There were 10 candidates aggregating this series.					

Advanced GCE (H528):

There were 0 candidates aggregating this series.

For a description of how UMS marks are calculated see:
http://www.ocr.org.uk/learners/ums_results.html

Statistics are correct at the time of publication.

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