

Leisure Studies

Advanced GCE

Unit **G184**: Unit 5: Human Resources in the Leisure Industry

Mark Scheme for January 2012

OCR (Oxford Cambridge and RSA) is a leading UK awarding body, providing a wide range of qualifications to meet the needs of candidates of all ages and abilities. OCR qualifications include AS/A Levels, Diplomas, GCSEs, OCR Nationals, Functional Skills, Key Skills, Entry Level qualifications, NVQs and vocational qualifications in areas such as IT, business, languages, teaching/training, administration and secretarial skills.

It is also responsible for developing new specifications to meet national requirements and the needs of students and teachers. OCR is a not-for-profit organisation; any surplus made is invested back into the establishment to help towards the development of qualifications and support, which keep pace with the changing needs of today's society.

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

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

OCR will not enter into any discussion or correspondence in connection with this mark scheme.









© OCR 2012

Any enquiries about publications should be addressed to:

OCR Publications
PO Box 5050
Annesley
NOTTINGHAM
NG15 0DL

Telephone: 0870 770 6622
Facsimile: 01223 552610
E-mail: publications@ocr.org.uk

Annotations

Annotation	Meaning
	Correct
	Wrong
	Level 1
	Level 2
	Level 3
	Not answered the Question – award 0 marks
	Repetition
	Benefit of doubt

Question		Answer	Marks	Guidance	
				Content	Levels of response
1	(a)	Natural wastage is when people leave the organisation or move on through the organisation, which leaves a job position	2	Points marking One mark for each correct identification up to a maximum of two identifications	
1	(b)	<ul style="list-style-type: none"> • Internal promotion • Resignation • Retirement • Expansion • Demand • High staff turnover • Growth • Busier periods 	2	Points marking One mark for each correct identification up to a maximum of two identifications.	
1	(c)	<p>Level 1: [1-3 marks] The key intention of the sex discrimination legislation is to ensure that no one is discriminated against on the grounds of gender or sexuality. The legislation requires that organisations treat people of each gender equally. Ladies Leisure employs only females, and therefore under sex discrimination legislation it is possible that it is discriminating against males and could be breaking the law and have action taken against it.</p> <p>Level 2: [4-6 marks] The key intention of sex discrimination legislation is to ensure that no one is discriminated against on the grounds of gender or sexuality. The legislation requires that organisations treat people</p>	10	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes sex discrimination legislation. Information may be in the form of a list of the key features of the sex discrimination legislation. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discuss a number of key features of the sex discrimination legislation. Candidates will show an understanding of the question and include explanations of possible impact</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>of each gender equally. Ladies Leisure employs only females, and therefore under the sex discrimination legislation it is possible that it is discriminating against males and could be breaking the law and have action taken against it. However, on occasion a person can be employed of a specific gender if the job role can be said to be gender specific e.g. Female model.</p> <p>Level 3: [7-10 marks] The key intention of sex discrimination legislation is to ensure that no one is discriminated against on the grounds of gender or sexuality. The legislation requires that organisations treat people of each gender equally. Ladies Leisure employ only females, and therefore under sex discrimination legislation it is possible that it is discriminating against males and could be breaking the law and have action taken against it. However, on occasion a person can be employed of a specific gender if the job role can be said to be gender specific, eg female model. In this case Ladies Leisure is a female only gym and Ladies Leisure would not be breaking the law in employing only females as it would be classed as a genuine occupational qualification, as such is allowed in law.</p>		<p>of the act. the discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of sex discrimination legislation. Candidate effectively discusses the features of sex discrimination legislation. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
2	(a)	<p>Level 1: [1-3 marks] Work based training is training which would occur within Ladies Leisure. This is good for Ladies Leisure as it means that staff can actually train in the facility without incurring the cost of travelling and having to find cover for them, whilst they take part in a training course elsewhere. Whilst staff are doing off the job training customer service levels may slip due to a reduced workforce. Work based training does save money; however, this needs to be weighed up against the quality of training on offer from people who may not be specialists, so may not do it as effectively as possible.</p> <p>Level 2: [4-6 marks] Work based training is training which would occur within Ladies Leisure. This is good for Ladies Leisure as it means that staff can actually train in the facility without incurring the cost of travelling and having to find cover for them, whilst they take part in a training course elsewhere. Cost is a big factor; however, if staff do off the job training, they may get better training as people are more specialised and staff have time to concentrate more. Ladies Leisure also help you develop the specialist skills which Ladies Leisure needs to keep up to date with the latest technology and</p>	10	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes modern apprenticeships. Information may be in the form of a list of advantages and disadvantages. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discusses apprenticeships. Candidates will show an understanding of the question and include explanations of possible advantages and disadvantages. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of modern apprenticeships. Candidate effectively discusses the features of apprenticeships. There is sound and frequent evidence of</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>working practices in Ladies Leisure. This may not be possible within the facility itself and staff may have to go out to train on such equipment to ensure its smooth running when used within the centre.</p> <p>Level 3: [7-10 marks] Training through work based training is more cost effective in some ways than sending staff out to train at other facilities and training venues, leading to lower overall training and recruitment costs, so saving money for Ladies Leisure. There is also the cost of the supervision, support and mentoring which you will need to put in place to support the individual once training has been carried out. However, with work-based training the staff have the opportunity to pick up bad habits which are passed on by other members of staff, which may cost more in the long run through the impact it has on customer service. If Ladies Leisure does train someone it may find the individual moves on afterwards and takes the skills with them; however, it would also hope that the same may happen and it may recruit better qualified staff, as others have trained them. Overall training must occur to ensure that individuals stay up to date with legal and industry changes. A mix of both on the job and off the job training would</p>		<p>thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
		probably be the most effective choice as individuals could then benefit from both methods, as could the organisation.			
2	(b)	<p>0 marks No response or no response worthy of credit.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • self-employed have freedom to work when and when they choose • can be employed short term – so avoiding seasonal issues • do not have to organise payment of taxes, etc – their responsibilities • may be competition for workers • May lack commitment to the organisation • they are responsible for their own personal development • may lack updated training. <p>Level 1: [1-4 marks] Self-employed – flexible, pay their own tax, useful when busy, easy to lay off when not needed, lack motivation, may not understand company procedures. Permanently employed – motivated, understand company procedures, have to pay them more, pay their tax, sick pay. In this case the self-employed person will manage themselves so should have little impact on Ladies Leisure.</p>	12	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes self-employment. Information may be in the form of a list of advantages and disadvantages of self-employment. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [5-8 marks] Candidate discuss self-employment. Candidates will show an understanding of the question and include explanations of possible advantages and disadvantages. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and</p>	<p>Level 1: [1-4 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks No list – must be at least ‘describe’ Description only – 4 marks</p> <p>Level 2: [5-8 marks] Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks</p> <p>Level 3: [9-12 marks] With overall supporting conclusion – 9/10 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>Level 2: [5-7 marks] If an employer provides and controls work, supplies equipment and pays tax and national insurance the worker is an employee. If the worker makes a decision about working conditions, pay their own national insurance and tax contribution, the worker could be said to be self-employed. Using self-employed staff removes some administration burdens for the organisation; however, it may struggle to get the staff when it needs them as they may have other work commitments, or may be available for one season and not the next – removing consistency for the organisation.</p> <p>Level 3: [8-12 marks] Using self-employed staff, removes some administration burdens as the worker makes a decision about their own working conditions, pays their own national insurance and tax contribution. The worker could be said to be self-employed for the organisation, which may save the organisation money. However, it may struggle to get the staff when it needs them as they may have other work commitments, which would reduce the flexibility the organisation has, making it less able to meet the needs of its customers. The benefits for Ladies Leisure using self-employed staff</p>		<p>explanation of self-employment. Candidate effectively discusses the features of self-employment. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	

Question			Answer	Marks	Guidance	
					Content	Levels of response
			rather than employed staff is that it is saving costs on employing staff full-time. This is particularly important in an industry where the additional administration tasks such as taxation and national insurance, money which could be invested elsewhere to make the organisation better. Ladies Leisure would benefit in the main from having a self-employed hairdresser. They benefit from the additional service, without incurring additional cost. However, one consideration should be the hairdresser's commitment. If they fail to open on a regular basis, or fail to meet commitments in the salon, this may reflect badly on Ladies Leisure and affect its reputation. Overall as a start-up business and an additional service self-employed staff would be the best way forward.			
2	(c)	(i)	<p>Indicative content:</p> <p>CV</p> <p>Advantage to employer:</p> <ul style="list-style-type: none"> • short/concise • overview of qualifications • gives summary of qualifications • gives references • less paperwork • easy to compare with other cv's. 	10	<p>0 Marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes how the use of a CV to prospective employees. Information may be in the form of a list of key inclusions. Candidates will include explanations of possible advantages and disadvantages which may be discussed with some success. The discussion in</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>Disadvantages to employer:</p> <ul style="list-style-type: none"> • basic information • no insight to the individual – information very factual • applicant may lie • no opportunity to make it specific to the job • usually word processed, so cannot evaluate spelling/handwriting/literacy • no criminal record details. <p>Application Form</p> <p>Advantages to employer:</p> <ul style="list-style-type: none"> • can make application form specific to them • can ask questions of the applicant to show ability rather than just list qualifications • can be used alongside or without any other method of application • summarise experience and qualifications • gives qualitative and quantitative information • gives them an idea as to the literacy level of the person if it is hand written. 		<p>the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of how CV's are used. Candidate effectively discusses the impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of modern apprenticeships. Candidate effectively discusses the features of CV's. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>Disadvantage to employer:</p> <ul style="list-style-type: none"> • applicant may lie • limited space compared to a letter of application • slower process as form has to be sent out to the applicant. <p>Level 1: [1-3 marks] A CV is a summary of your academic and work history, formatted by the individual. An application form is a form one fills in when applying for a job, format provided by the organisation offering the job. A CV allows an individual to present a summary of themselves, ensuring they place emphasis on the most important aspects of their career history, whereas using an application form limits the individual to the section pre set by the organisation and can ask more relevant questions.</p> <p>Level 2: [4-6 marks] The standardised and short format of a CV makes it easier for employers to scan the information and make comparisons. They get all the information they need to know in order to schedule an interview, schooling to see if they have the degrees you want, plus work experience to see if you have the experience they want. The format of the CV allows individuals to present their own case. Disadvantages of a CV can include unlimited amount of</p>			

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>space which means applicants can write as much information as they want to, not all of which may be relevant. Application forms are pre-formatted to meet the needs of the organisation, and allow it to ask specific questions of the candidate. An application form through these questions can find ability rather than just a list of qualifications. Application forms can be used alongside or without any other method of application and give both qualitative and quantitative information. If handwritten, application forms gives them an idea as to the literacy level of the person. CVs are somewhat limited in what they can offer the employer, however, if they are used alongside other recruitment tools they may prove a useful summary to get an overview of a potential employee.</p> <p>Level 3: [7-10 marks] The standardised and short format of a CV makes it easier for employers to scan the information and make comparisons. They get all the information they need to know in order to schedule an interview, schooling to see if they have the degrees you want, plus work experience to see if you have the experience they want. The format of the CV allows individuals to present their own case, but in such a way as the organisation can gain relevant information which will help in</p>			

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>short listing. Disadvantages of a CV can include unlimited amount of space which means applicants can write as much information as they want to, not all of which may be relevant. Application forms are preformatted to meet the needs of the organisation, and allows it to ask specific questions of the candidate. This cannot be done on a CV. An application form through these questions can find ability rather than just a list of qualifications. Application forms can be used alongside or without any other method of application and give both qualitative and quantitative information. If handwritten, application forms gives them an idea as to the literacy level of the person. CVs are somewhat limited in what they can offer the employer, ; however, if they are used alongside other recruitment tools they may prove a useful summary to get an overview of a potential employee.</p>			
2	(c)	(ii)	<p>Level 1: [1-4 marks] All selected candidates will be 'interviewed'. All the candidates/job seekers will be spoken to by the organisation giving them a chance to express themselves and giving them the opportunity to show how they cope with stress. It also shows how they can communicate. Some people will feel intimidated and not contribute as well as they possibly could under normal</p>	8	<p>0 Marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes how interviews would benefit Ladies Leisure. Information may be in the form of a list of advantages. Candidates will include explanations of possible disadvantages which may be discussed with some</p>	<p>Level 1: [1-4 marks] List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p>Level 2: [5-8 marks] Identification/description implied/assumed. Explanation/analysis/comparison of</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>circumstances.</p> <p>Level 2: [5-8 marks] The interview will allow the organisation to see how the candidate will face the public and customers, what level of knowledge candidates have, how knowledge is used in a discussion. The interview allows it to reduce the candidate pool further by deselecting unsuitable candidates. It is a time intensive way of recruiting staff. However, not everyone reacts well in the interview situation. Interviews enable a number of people from the organisation to observe a number of job candidates, as they go through a series of specially designed activities. Interviews also enable people to show their abilities, however one-to-one interviews tend to favour the professional interviewee types, who present very well, but who might then fail to deliver.</p>		<p>success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 2: [5-8 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of how the use of interviews benefit an organisation such as Ladies Leisure. Candidate effectively discusses the impacts. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>more than one point/both sides – 5-6 marks.</p> <p>An evaluation/judgement without overall conclusion/prioritisation – 7 marks.</p> <p>With overall supporting conclusion – 8 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
3		<p><u>Benefits:</u></p> <p>Specialist staff managing specific areas: The benefits of a functional structure is that specialist staff managing specific areas, such as the health and beauty manager who clearly has experience in this area – meaning it should work more efficiently.</p> <p>Clear focus for staff in departments: Each area has a clear focus for staff in departments, who know exactly what is expected of them.</p> <p><u>Drawbacks:</u></p> <p>Communication is slower: Communication is slower, as it has to happen in the functional area and then be shared with other areas of the business.</p> <p>Economies of scale: May not operate as each department is buying own items. Although budgeting is easier to manage in each functional area, economies of scale may not operate as each department is buying its own items – so could cost the business money.</p>	4	<p>Points marking</p> <p>One mark for the identification of an advantage and one mark for the identification of a disadvantage, plus a further one mark for each of the explanations.</p>	

Question		Answer	Marks	Guidance	
				Content	Levels of response
4	(a)*	<p>Indicative content:</p> <ul style="list-style-type: none"> • Autocratic • Democratic <p>Level 1: [1-3 marks] Management style is the way in which someone carries out their duties in an organisation, giving direction and leadership to those who work with or under them. A management style can either motivate people to work harder, or may have the opposite effect and demotivate staff.</p> <p>Level 2: [4-6 marks] A management style may change depending on the situation. A democratic management style allows everyone to contribute their ideas and opinions. This style makes the staff feel valued by the organisation and they are more likely to be committed to the organisation. However, an autocratic style means that the manager does all the thinking and people just do what they are told, and do not contribute. This method could frustrate people if they see a better way of doing it.</p> <p>Level 3: [7-10 marks] A management style may change depending on the situation. A democratic management style such as Lorna's allows everyone to contribute</p>	10	<p>This is the question which assesses quality of written communication.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes management styles. Information may be in the form of a list of advantages and disadvantages of management styles. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discuss a number of management styles. Candidates will show an understanding of the question and include explanations of possible management styles. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because... means that...) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question			Answer	Marks	Guidance		
					Content	Levels of response	
			<p>their ideas and opinions. This style makes the staff feel valued by the organisation and they are more likely to be committed to the organisation. However, an autocratic style such as Eleanor's means the manager does all the thinking and people just do what they are told, and do not contribute. This method could frustrate people if they see a better way of doing it, leading to frustration as they feel they are not valued. This could lead to an increase in staff turnover. A mix of management styles is probably the best as different styles suit different occasions.</p>			<p>explanation of management styles. Candidate effectively discusses the features of promotion strategies. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	
	(b)	<p>Level 1: [1-3 marks] Motivation is what gives an individual an incentive for action. Individuals are not the same; therefore, it is unlikely that any two people could be motivated in the same way, what motivates one individual may not motivate another – so everyone should be viewed individually.</p> <p>Level 2: [4-6 marks] Staff need to feel that what they are doing is worthwhile. Paying people more if they achieve specific targets, etc, is likely to motivate staff; often the people working in places such as leisure facilities are younger people, who in the main would be motivated by money. However not everyone is motivated by money. It could also cause conflict as</p>	10	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes motivational strategies. Information may be in the form of a list of promotion strategies. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discuss motivation strategies. Candidates will show an understanding of the question and include explanations of financial motivation. The discussion in</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7</p>		

Question			Answer	Marks	Guidance	
					Content	Levels of response
			<p>some people may achieve the additional payments and others may not which may cause jealousy in the workforce. If working in a team and one individual is letting the team down this could also cause conflict. This method could work but may not work with everyone.</p> <p>Level 3: [7-10 marks] Remuneration, paying people more if they achieve specific targets, etc, is likely to motivate staff; often the people working in places such as leisure facilities are younger people. Who in the main would be motivated by money. However, not everyone is motivated by money. It could also cause conflict as some people may achieve the additional payments and others may not which may cause jealousy in the work force. Money could be used as a key motivator as most individuals can be driven by this; however, the organisation must consider the cost/benefit of this as it may prevent money being used in other areas of the organisation. Money is a big motivator; however, being linked to targets adds pressure to individuals. It could cause conflict and the breakdown of a team, and this needs to be weighed up against the benefits of more income. Overall, target setting is good as it gives focus; however, the money involved should be sufficient to get people interested without</p>		<p>the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of financial motivators. Candidate effectively discusses the features of financial motivation There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		costing Ladies Leisure more money than it brings in. Ladies Leisure need to weigh up the costs and benefits.			
	(c)	<p>Level 1: [1-4 marks] An appraisal is a regular meeting with a person in the organisation to discuss the individual's progress in terms of meeting objectives set earlier in the year. It also allows the organisation to review and set new targets and identifies any professional development needs. A peer appraisal is when an individual on the same level evaluates another's progress. It can be seen as much less threatening.</p> <p>Level 2: [5-8 marks] An appraisal is a regular meeting with a person in the organisation to discuss the individual's progress in terms of meeting objectives set earlier in the year. It also allows the organisation to review and set new targets and identifies any professional development needs. A peer appraisal is when an individual on the same level evaluates another's progress. It can be seen as much less threatening as they are on the same level and the individuals may speak more openly than if they were speaking to a more senior staff member. Peer appraisal may not be effective for the management as the staff may not then take it seriously or not do it correctly as they are talking about 'friends'. Peers may not get on and this</p>	8	<p>0 Marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes how use of appraisal. Information may be in the form of a list of advantages. Candidates will include explanations of possible advantages and disadvantages which may be discussed with some success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 2: [5-8 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of how appraisals are used. Candidate effectively discusses the advantages and disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>Level 1: [1-4 marks] List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p>Level 2: [5-8 marks] Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p>

Question			Answer	Marks	Guidance	
					Content	Levels of response
			could cause conflict as they may be deliberately negative towards a person. Peer appraisal would benefit Ladies Leisure as it would reduce the workload for the managers; however, they need to consider the quality of the appraisal. It may cost them initially as they would need to train staff how to appraise, however in long run it would motivate staff as they feel valued and lighten the workload.			

Question			Answer	Marks	Guidance	
					Content	Levels of response
5	(a)	(i)	<p>Indicative content:</p> <ul style="list-style-type: none"> • levels of motivation • response to consumer trends • staff turnover • sickness rates • absenteeism • organisational structure 	2	Points marking	
5	(a)	(ii)	<p>Staff turnover: If Ladies Leisure had high staff turnover it would mean that it would have to be looking at why this was occurring and try to rectify it, whilst ensuring it has sufficient staff.</p> <p>Absenteeism: If Ladies Leisure had high levels of absenteeism it would mean that it would have to be looking at why this was occurring and try to rectify it, whilst ensuring it has sufficient staff.</p>	2	Points marking	
5	(b)		<p>Level 1: [1-3 marks] The economic climate affects the supply and demand for labour both nationally and locally, as it goes up and down, jobs also go up and down. The economy and how much money people have to spend affects human resource planning. If people have more money, they are more likely to spend it on leisure facilities, so may cause Ladies Leisure to employ more staff.</p> <p>Level 2: [4-6 marks] High demand for labour might result in</p>	10	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes how competition for job seekers will affect Ladies Leisure. There is little or no attempt to draw valid conclusions.</p> <p>Level 2: [4-6 marks] Candidate describes how competition for job seekers will affect Ladies Leisure. Candidates will show an understanding</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks]</p>

Question		Answer	Marks	Guidance	
				Content	Levels of response
		<p>an increase in salaries and wages to attract staff at all levels. This could happen on a national level with high employment. There may also be competition for job seekers when a specific skills set is needed as these may be in short supply, and employment offers would have to be such to get people to work there rather than for other people. However, if there are lots of jobs on offer in the area which require limited skills, it may be equally difficult to recruit as potential employees have lots of other options.</p> <p>Level 3: [7-10 marks] High demand for labour might result in an increase in salaries and wages to attract staff at all levels. This could happen on a national level with high employment. This may also be more localised, where wages may increase or decrease depending on local employment levels. Organisations may find that they have to compete with other employers for the best staff. If employment levels are high, high salary and benefit packages may have to be offered to ensure staff join them. This would impact on the organisation, if it is using money in recruitment packages it may mean that it cannot be used elsewhere, so it has to look at it in terms of cost versus benefit.</p>		<p>of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of key ways in which competition for job seekers will affect Ladies Leisure. Candidate effectively draws valid conclusions about how Ladies Leisure could be effected either positively or negatively. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately.</p>	<p>Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

OCR (Oxford Cambridge and RSA Examinations)
1 Hills Road
Cambridge
CB1 2EU

OCR Customer Contact Centre

Education and Learning

Telephone: 01223 553998

Facsimile: 01223 552627

Email: general.qualifications@ocr.org.uk

www.ocr.org.uk

For staff training purposes and as part of our quality assurance programme your call may be recorded or monitored

Oxford Cambridge and RSA Examinations
is a Company Limited by Guarantee
Registered in England
Registered Office; 1 Hills Road, Cambridge, CB1 2EU
Registered Company Number: 3484466
OCR is an exempt Charity

OCR (Oxford Cambridge and RSA Examinations)
Head office
Telephone: 01223 552552
Facsimile: 01223 552553

© OCR 2012

