

# Mark Scheme (Results)

## January 2007

GCE

GCE Applied Leisure and Tourism (8761/9761)  
6970



6970 - Employment in Leisure  
January 2007 Mark Scheme

Question	Example answers	Marks
1(a)(i)	<ul style="list-style-type: none"> <li>• Maximum (of 48 hours) number of hours worked per week</li> <li>• No more than 8 hours per day on average</li> <li>• Rest breaks during the day/week</li> <li>• At least 11 consecutive hours in any 24 hour period/11 hours between shifts</li> <li>• At least 24 hours off in any 7-day period</li> <li>• Paid annual leave</li> <li>• Lower limits/longer breaks for younger workers</li> <li>• Workers can opt out of it</li> <li>• Health assessments for night workers.</li> </ul> <p>Or any other realistic response.</p> <p>N.B. Figures do not have to be accurate. It is the sense that is important so answer of 'maximum 45 hour working week' would get the mark.</p>	<p>1 mark per correct identification up to a maximum of 4.</p> <p>If they have tried to relate them to the scenario do not penalise but mark the principles involved.</p> <p style="text-align: right;">(4)</p>

Question	Example answers	Marks
1(a)	<ul style="list-style-type: none"> <li>• This is where the job is studied to see if it is still needed.</li> <li>• What changes can be made to improve it.</li> <li>• It should be checked for duplication with other jobs.</li> <li>• This is done to ensure the best use of resources.</li> <li>• The job is broken down into different parts.</li> <li>• Decides/finds out what the job is about/what it entails.</li> </ul>	<p>1 mark for each correct comment. maximum of 4. Marks can be awarded for its characteristics or for how/why it is used.</p> <p style="text-align: right;">(4)</p>
1(b)	<ul style="list-style-type: none"> <li>• Logo</li> <li>• Name of company</li> <li>• Pay</li> <li>• Job title</li> <li>• Method of employment</li> <li>• Contact details</li> <li>• Dates of work</li> <li>• Hours of work</li> <li>• Details of job/work</li> <li>• Training available</li> <li>• Interview date</li> <li>• Location of job</li> <li>• Closing date</li> </ul>	<p>1 mark for each correct item up to a maximum of 6.</p> <p>No marks for depth/details as it is only a checklist.</p> <p style="text-align: right;">(6)</p>

Question	Example answers	Marks
1(c)	<p>Experience. (1) You would need to know whether they had experience as it is a senior post so they would probably need to have done the job at a lower level already. (1)</p> <p>Qualities (1) As they will have to deal with problems with customers they need to be able to communicate well with people.</p> <p>Qualifications Personality Etc.</p>	<p>1 mark for each aspect correctly identified up to a maximum of 3. If candidates attempt to use a specific quality/personality trait in place of the generic titles, credit it the same. 1 mark for a valid reason given for each one.</p> <p style="text-align: right;">(6)</p>
1(d)	<p><u>Level 1</u> Job description shows a candidate what the job they are applying for entails. (1) Person specification shows them whether they are likely to have the required qualities. (1)</p> <p><u>Level 2</u> Job description and person specification will ensure the candidate knows exactly what is required. This should ensure that only those who are really suited to the job will apply so saving the Manor time sorting out unwanted applications.(4)</p> <p>The job description can be used to produce a person specification as it shows what type of person is required. The candidate will be able to decide whether it is worth applying. The interviewer will try to find out if the interviewee is this person. This can then be used in the interview process to score candidates.(5)</p> <p><u>Level 3</u> The job description is used to let potential applicants know exactly what the job involves. This helps them decide whether the job is right for them so that the organisation does not get applications from candidates who would not take it anyway. This makes the selection procedure quicker as there are less applications to sort. This saves time/money for the firm. The person spec is produced from the job description and shows the type of person that they are looking for. It can be used in the interview to produce a set of criteria against which to score candidates, producing an objective decision. (8)</p>	<p>Level 1 1-3 marks Simple comments on how they are used in the recruitment process.</p> <p>Level 2 4-6 marks Some analysis as to how they are used in the recruitment process. There should be at least one link between one of the given documents and its role in the process. The top of this level can be reached with reference to only one of the documents.</p> <p>Level 3 7-8 marks Detailed explanation as to how they are used in the recruitment process. Both PS and JD must be explained to reach this level. It will be clear how each one is used in the recruitment process.</p> <p style="text-align: right;">(8)</p>

Question	Example answers	Marks
1(e)	<p><u>Level 1</u>            Cheap for the Manor. (1)            May not get all the information that they want. (1)            On an application form the information would be laid out better. (1)            You get more idea of the candidates' character from a CV. (1)</p> <p><u>Level 2</u>            Information on application forms would all be presented in the same way so by using CVs it will actually be harder to compare them The process will take longer therefore. (4)            Can see whether the applicants are organised to produce a CV. Applicants will get the opportunity to sell themselves with all their qualities etc., not just the ones specified on an application form. They take longer to sort out, as comparing is more difficult, however. (5)</p> <p><u>Level 3</u>            For a senior waitress post, candidates will need to be organised so how they present their CV may be a clue to their suitability in itself. As it is a small organisation it would not be cost effective to have an application form designed and printed. They will take longer to sort, because the information won't be organised in the same way and there may not even be the same information. There will probably not be a large number of applicants as it is a senior post so this won't matter too much. (7)</p>	<p>Level 1 1-3 marks            Simple statements of advantages and disadvantages, often in the form of the characteristics of either method.</p> <p>Level 2 4-6 marks            Some analysis of why they are advantages and disadvantages. This is likely to be generic in the main although there may be some reference to the given scenario.</p> <p>Level 3 7-8 marks            Detailed analysis of advantages and disadvantages linked to the post of senior waitress/waiter. There will be specific application to the given scenario, either through the idea of a senior post or the possible character of Reedlam manor.</p> <p style="text-align: right;">(8)</p>
2(a)(i)	<p><u>Level 1</u>            They should not have ignored Andy's application just because he is deaf. (1)            All candidates should have an equal chance of being employed - this includes people with disabilities as long as it not stop them from doing the job specified. (2)</p> <p><u>Level 2</u>            Andy should have had an equal chance of getting the post even though he is deaf. He can lip-read perfectly so could communicate with both staff and customers and has already worked in the industry so evidently can cope with this. (4)</p>	<p>Level 1 1-2 marks            Theoretical comment related to the DDA or simple undeveloped comment with reference to Andy.</p> <p>Level 2 3-4 marks            Explanation of the requirements of the DDA directly related to the scenario.</p> <p style="text-align: right;">(4)</p>

Question	Example answers	Marks
2(a)(ii)	<p>This a set process.  It tells them what they should do/who they should speak to.  Allows employee to try to resolve a problem with their employer.  It protects them from unfair practices.</p>	<p>1 mark for each correct comment up to a maximum of 4.  Comment can be on what it involves and/or the way that it is used.  (4)</p>
2(a)(iii)	<p><u>Level 1</u>  He could say he had more experience. (1)  They should not have taken his deafness into consideration. (1)  He could show it hadn't been a fair decision. (1)</p> <p><u>Level 2</u>  If experience was an important part of the person spec then his application would show that he had more so the decision could be shown to be unfair. (4)  There would need to be written evidence of the selection process from the interview. This would include the criteria and scores. He might be able to show that he had more experience and should have scored better. This might demonstrate that the decision had not been fair. (5)</p>	<p>Level 1 1-3 marks  Simple descriptive comment, probably only giving reasons why he should not have been ignored for the job. There may be hints as to where the proof might come from but no linkage to it.</p> <p>Level 2 4-6 marks  Explanation specifically related to the scenario that explains how he could <i>prove</i> its validity.  (6)</p>
2(b)(i)	<p>Two people working part-time (1) to do the same job between them. (1)</p>	<p>1 mark for each valid comment up to a of 2 marks.  (2)</p>

Question	Example answers	Marks
2(b)(ii)	<p><u>Level 1</u> May get larger choice of applicants. (1) Some people may not apply because they need a full-time job. (1)</p> <p><u>Level 2</u> Someone may really enjoy serving in a restaurant but have another job. They could do this for a couple of nights and be really good at it so the manor benefits. (4)</p> <p>Not everyone wants a full-time job so people with experience may not apply if it was full-time. Making it job share may increase the range and so potential quality of applicants. There may be more admin involved in employing 2 people, however. (5)</p> <p><u>Level 3</u> The hours for a waiter are not very sociable and people may not want to work every evening - if they only work some they may be more willing to apply. This will give the Manor a better chance of getting suitable applicants. A parent could cover lunchtimes with children at school and evenings by a student. There is greater flexibility in rotas. If they are doing a job between them then one cannot work for sickness etc. the other may be able to do a few extra hours. This would save the Manor the bother of trying to find someone else new to cover - a new person would not know the systems. Some problems may occur if they have slightly different ways of working and this may upset some customers if their normal waiter/waitresses are not there. (8)</p>	<p>Level 1 1-3marks Basic statement of possible advantages and/or disadvantages.</p> <p>Level 2 4-6 marks Some explanation of the advantages and/or disadvantages. Can reach the top of this level by dealing with only advantages or disadvantages.</p> <p>Level 3 7-8 marks Detailed evaluation of the benefits in this scenario. There should be links to the type of post that it is or the possible type of people who may apply.</p> <p>N.B. This is for the post of ordinary waiter/waitress.</p> <p style="text-align: right;">(8)</p>



Question	Example answers	Marks
2(c)	<p><u>Level 1</u> She/he would be shown around the building. (1) She/he would be given a staff handbook. (1)</p> <p><u>Level 2</u> He would be shown round the building so he knows where the kitchen is. She/he would also need to know the emergency procedures as that is the law. (4) She/he would be given a tour of the building, which would include specifically the kitchens and access from them to the dining room. She/he would be shown which doors they carry food in and out of. (4)</p> <p><u>Level 3</u> Would be introduced to Melanie so he/she knows who to report to with problems or who to ask for advice. Would need to be introduced to the system for collection/serving of food so that he/she can work efficiently in this area. He/she will need to be shown round the building, especially the kitchen, bar and restaurant area as that is where he/she will be working most of the time. He/she will need to be shown the staff rota so that he/she knows when he/she will be working. He/she will need to know the emergency procedures as he/she may need to help customers evacuate the building in an emergency. (8)</p>	<p>Level 1 1-3 marks Basic response giving descriptive detail of what might be included. Likely to be a list.</p> <p>Level 2 4-6 marks Some explanation of why the items are included. Can also gain this level by explanation of what might be done in detail that is relevant to this post.</p> <p>Level 3 Detailed explanation linked to the post of waiter/waitress. Should be explicit as to why at least 3 aspects of the induction are included with some sound reference to the post.</p> <p>N.B. This is for the post of ordinary waiter/waitress.</p> <p style="text-align: right;">(8)</p>

Question	Example answers	Marks
3(a)	<p><u>Level 1</u>            People will usually work harder for more money/It is a basic motivational factor for most people. (1)            It might seem like they are paying him to keep quiet. (1)            It might make no difference to him as what he wanted was promotion. (1)</p> <p><u>Level 2</u>            They want to keep him so they offer him more money, as they know this was an important factor for him in applying for the job anyway. (4)            Andy may work harder for money to start with, as he needed it due to his wife's redundancy. It may not be a good method in the long run as other waiting staff may want it as well. To be fair the Manor would have to offer them the same so it might be expensive for them in the long run. (5)</p> <p><u>Level 3</u>            Remuneration would be a good choice as he wanted promotion, which would have enabled him to earn more. This is particularly important to him, as his wife has lost her job so he probably needs the money. Even if he did not feel happy about what had happened he would be willing to work hard again for this reason. He might feel that they were just trying to keep him quiet, however and so look for another job. It might really be important to him as a long term career move to get promotion so the short term monetary gain may not be that much of a motivating factor. (7)</p>	<p>Level 1 1-3 marks            Descriptive comment with answers tending to be theoretical and/or simplistic.</p> <p>Level 2 4-6 marks            Simple analysis of the possible advantages and/or disadvantages of the use of remuneration. These may be examined from the point of view of Andy and/or the Manor.</p> <p>Level 3 7-8 marks            Sustained responses which analyses the use of the technique clearly related to the scenario.</p> <p style="text-align: right;">(8)</p>
3(b)(i)	<p>Time that staff can take off work            Per year            Agreed in their contract/in advance            Leave is paid.</p>	<p>1 mark for each correct point up to a maximum of 2 marks.</p> <p style="text-align: right;">(2)</p>

Question	Example answers	Marks
3(b)(ii)	<p><u>Level 1</u>  Staff leave should be monitored. (1)  They should not be allowed to take it just when they like. (1)</p> <p><u>Level 2</u>  Staff leave should be monitored at regular intervals during the year. This would mean that they would see this situation coming and problems can be avoided. (4)  There should be an organised system for staff leave. This might have one person responsible for it and they would make sure that when staff put in for leave that others were not taking it at the same time. Staff could have to use some leave by certain dates. (5)</p> <p><u>Level 3</u>  The Manor should set up an appropriate system to deal with leave. There should be a calendar on which staff leave is recorded in advance so that they can see if too many will be off at the same time. One member of staff could have the responsibility of monitoring the leave during the year at regular intervals so this situation did not occur again. All requests for holiday should have to be given in by a specific date so that they can see if there are any clashes and then changes could be made or temporary staff lined up to replace them. (7)</p>	<p>Level 1 1-3 marks  Descriptive comment with answers tending to be theoretical. Most will probably be simple extensions of what has been given, stating what they should do instead.</p> <p>Level 2 4-6 marks  Some limited explanation of how leave could be organised in the future. There will be elements of a system suggested with some links as to how this will prevent problems.</p> <p>Level 3 7-8 marks  Sustained responses which explains how they should deal with the problem. A system for organising the allocation of leave will be evident from the response and it will be clearly linked to the aims of preventing a problem such as the one given.</p> <p style="text-align: right;">(8)</p>

Question	Example answers	Marks
3(c)	<p><u>Level 1</u> Management training course will improve her skills. (1) Appraisal means she can get feedback on a one-to-one basis on how she is doing in the job. (1)</p> <p><u>Level 2</u> Going on a training course will improve her skills in the post, so enabling her to do her job better - being confident in your job is a good motivational factor. As she is managing people for the first time she may not find this easy. The appraisal can help to rectify any problems like this as they can be discussed and solutions sought. She will then work with more confidence. (5)</p> <p><u>Level 3</u> An appraisal will allow her and her manager to discuss in a constructive way what is going well/badly in her role. As she is relatively inexperienced it will help her to have regular feedback on this. The appraisal may help to identify areas for improvement i.e. where she may need training. This is her first post so she has limited experience. She may be a good waitress but may not yet have all the person skills needed to organise others. The training course will be very useful to fill in the gaps in her knowledge and improve her person skills. It will also give her greater confidence in what she is doing. The combination of these will make her more efficient at her job, so stimulating her to work well. (7)</p>	<p>Level 1 1-3 marks Simple comment on the benefits of one/both with answers tending to be theoretical.</p> <p>Level 2 4-6 marks Some evaluation of the techniques with limited reference to Melanie. One technique analysed well may get to the top of this level. The links may be fairly general.</p> <p>Level 3 7-8 marks Sustained responses which evaluates the techniques clearly related to Melanie. These will probably refer to the fact that she has limited experience in the role or possibly in coping with Andy as a junior.</p> <p style="text-align: right;">(8)</p>
<b>TOTAL FOR PAPER: 90 MARKS</b>		

