

Mark Scheme (Results)

Summer 2013

GCE Leisure Studies (6970)
Unit 5: Employment in Leisure

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General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question Number	Answer	Mark
1 (a)(i)	Award 1 mark for each correct suggestion up to a maximum of 3. For example: <ul style="list-style-type: none"> • Roles • Responsibilities • Hours of work • Place of work 	(3)

Question Number	Indicative Content
1(a)(ii)	<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <ul style="list-style-type: none"> • Job is changing so need to decide what is needed for each and allocate staff accordingly • New departments may not be equal so may need to decide how many staff for each • As staff member is leaving need to decide whether to replace and how many hours needed • Need to assess whether replacement is full or part time • This ensures that organisation's efficiency is maintained – not over or understaffed, with corresponding effects on profits

Level	Mark	Descriptor
1	1-2	Basic statements made with no/minimal explanation. Expect statements to say what a job analysis does.
2	3-4	Sound response with some explanation and application. Purpose of a job analysis is linked to at least one of the 2 changes taking place at the organisation
3	5-6	A focussed response with sustained explanations and effective application. Both the change of job structure and the change of personnel are considered.

Question Number		Indicative Content
1(b) QWC (i)- (iii)		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <ul style="list-style-type: none"> • High level skills needed – may not want part-time work if they have this. Also difficult to get 2 who have these skills • May get two people who each have specific set of skills • Marketing requires lots of ideas – 2 may be better than one • Work closely with other businesses – more difficult to co-ordinate if there are 2 people • Personal touch with local businesses may be absent if contact different person each time • Small department so should not affect its running although possible confusion for junior if 2 work in different ways • May be able to overlap some hours where one has to spend time out of the office
Level	Mark	Descriptor
1	1-3	<p>Basic statements made with no/minimal development. Generic points that address advantages and disadvantages of job shares.</p> <p>The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.</p>
2	4-6	<p>Sound response with some analysis and application. Clear analysis with some application or some analysis with clear application. The benefits/disadvantages of a job share are linked to the stimulus material</p> <p>The candidate uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7-8	<p>A focussed response with sustained analysis and effective application. Characteristics of a job share are linked closely to the specific situation outlined in the stimulus.</p> <p>The candidate uses specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Answer	Mark
1 (c)	<p>1 mark for each correct identification. Up to 2 marks for each explanation.</p> <ul style="list-style-type: none"> • Online trade journal (1)– Potential employees looking for a senior position would tend to look here.(1) People looking in this will probably have both the experience needed and interest in the position so it is reaching the target audience.(1) • National newspaper (1) – As it is a senior position/full-time senior position so it is probably well paid enough for people to consider moving for it.(1) It will reach a wide audience so there is more chance of attracting someone good for the job. (1) <p>Also local newspaper if well justified , recruitment/chain’s website</p>	(6)

Question Number	Answer	Mark
1 (d)	<p>Award up to 2 marks for each benefit. For example:</p> <ul style="list-style-type: none"> • Material is in a set format devised by the organisation (1) so is easier/quicker to sort (1) • Questions will ask what the organisation wants to know (1) so that all the information given should be relevant to the post (1) • Should ensure that only serious candidates apply (1) as they have had to make a specific effort, not just fire off another copy of their CV (1) 	(4)

Question Number	Answer	Mark
1 (e)	<p>1 mark for each correct explanatory point, for example:</p> <p>A marking system for the criteria will be devised (1). Each applicant will be marked against the essential criteria (1) as this will tell the organisation whether the candidate is likely to be able to carry out the job (1). The candidates with the highest marks will be shortlisted for interview (1). If they are equal on the essential ones then they may use the desirable ones in the same way (1). The essential criteria are those that are deemed most desirable (1) as they are the most relevant to the post (1)</p>	(4)

Question Number		Indicative Content
1 (f) QWC (i)- (iii)		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <ul style="list-style-type: none"> • Presentation will show their knowledge – job requires expert knowledge so this will show whether they meet this • Role play will show how they interact with other people. They are involved in customer contact as well as with other businesses so ability to develop relationships quickly will be important. • Individual interview gives candidates a chance to demonstrate any other qualities they may have, such as organisational skills etc to meet their requirements for the role • Should be links to why it is therefore suitable – they will want candidate with the best skills and this is the most effective way of achieving this. Credit reference to valid alternatives for candidates who suggest this may not be the best way. <p>Responses may suggest that both first two items are too vague/general to be of use and may also question the overall cost in time and/or money</p>
Level	Mark	Descriptor
1	1-3	<p>Basic statements with no/minimal real evaluation. Will mainly just be stating what each of the activities may show about the candidate.</p> <p>The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.</p>
2	4-6	<p>Sound response with some evaluation and application. There will be clear evaluation with some application or some evaluation with clear application. The purpose of each task should be linked with some identified aspect of the job for application to be shown.</p> <p>The candidate uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7-8	<p>A focussed response with effective evaluation and clear application. For top of the level there should be some overall view as to how this type of interview ensures that the best candidate is chosen.</p> <p>The candidate uses specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Answer	Mark
1 (g)	<p>Award 1 mark for each of 3 correct identifications and 1 mark for justification of each. Allow up to 4 marks for information that could be generic (most probably 3 identifications and 1 justification) but the final 2 marks must show application to the specific post/type of company. For example</p> <ul style="list-style-type: none"> • Tour of the site (1) as they have a number of different areas (indoor and outdoor) which the sales manager would have to know about in order to 'sell' the product (1) • Fire exits/procedures (1) – will have meetings with external customers so will need to be able to keep them safe in an emergency (1) • Meet the rest of the workforce (1) so that they can communicate effectively between departments and with any members of their department (1) • Video about the company (1) as they will be selling the products and will need to understand the ethos so that a consistent company message is put across (1) 	(6)

Total for Question 1 – 45 marks

Question Number	Answer	Mark
2 (a)(i)	<p>Award 1 mark for each explanatory point</p> <ul style="list-style-type: none"> • It can be a fun way to meet other people and do something different (1) • You will gain experience of the leisure industry (1) • It looks good on your CV for jobs (1) and it may give you an idea whether you want to do it as a job (1). • By actually doing the job day in, day out for a few weeks (1) it may help you decide whether you really do want to work in the leisure industry as a career (1) • As Loda Sports has summer courses so students may want to volunteer for them (1). They may want to work in the leisure industry (1) and think this will help as employers may think that doing this shows some commitment to the industry (1). <p>Accept ideas related to social conscience – doing their bit for society -, although these are likely to be rather limited in development Accept doing it for Duke of Edinburgh award etc</p>	(4)

Question Number	Indicative Content	
2 (a)(ii)	<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <ul style="list-style-type: none"> • Relatively cheap as they don't pay them, but there are still costs to be met – recruitment, perhaps uniforms etc • Volunteers often are enthusiastic as they want to be there – this will be valuable for the children taking part. It should mean a high level of service. • Volunteers are not always as skilled so may need training – another additional cost • Because they are not paid they might not be loyal and suddenly stop doing it if something else comes up • Or they may be very good as they want it to go on their CV/Personal statement or even help them into a job with Loda Sports 	
Level	Mark	Descriptor
1	1-2	Basic statements just stating the benefits of using volunteers, probably focussing on cost and availability.
2	3-4	Sound response with some evaluation and clear application or clear evaluation and some application. Specific information from the stimulus should be linked to the benefits/disadvantages of using volunteers for application to be achieved. Probably will focus on the positives.
3	5-6	A focussed response with effective application and clear evaluation. Responses may well include some negative aspects in a more balanced evaluation, which should be expected at the top of the level.

Question Number	Answer	Mark
2 (b)	<p>Award up to 2 marks for each explanation. For example:</p> <ul style="list-style-type: none"> • Staff who work with them will have to be CRB checked (1) to ensure they are safe to work with the children (1) to reduce to a minimum the possibility of abuse occurring (1) • Management will have to monitor their working hours (1) as children have more restrictions on when they can work (1) for example they cannot work after 7pm (1) • They will have to ensure that type of work is suitable (1) as children can only do light work (1) such as serving in the café (1) 	(4)

Question Number		Indicative Content
2 (c)		<p>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</p> <ul style="list-style-type: none"> • Disciplinary process may help to stop the problems by identifying the causes of them. This will mean they will not have to eventually get rid of him, saving them money in a number of ways. • Process will give written warnings so he is aware it is serious and has a chance to change what he is doing. • Ensures that there is a written record in case the employee takes them to court/arbitration at any stage • As he had previously been good, there probably is specific reason, which the process would uncover
Level	Mark	Descriptor
1	1-2	Basic statements mainly suggesting how a disciplinary procedure may operate. Benefits to the company may only be implicit. Also benefits may be clearly stated but without reference to how the disciplinary process enables them.
2	3-4	Sound response with some explanation. The characteristics of a disciplinary process will be linked to the benefits for employee and/or the organisation. Application may be in evidence but is not essential for this level.
3	5-6	A focussed response with effective application and clear explanation. Response should be clearly applied to the given situation with benefits for employee and company explained.

Question Number	Answer	Mark
2 (d)(i)	<p>Award 1 mark for each explanatory point. For example:</p> <ul style="list-style-type: none"> • Redundancy is where a job is no longer needed to be done (1) and there is no need to employ anyone any longer (1) • The person will be offered redundancy pay (1). Amount of redundancy pay will depend on how long the person has been there (1) • The job can not be replaced for a period of time after this (1) 	(2)

Question Number	Answer	Mark
2 (d)(ii)	<p>Award 1 mark for each explanatory point. For example:</p> <ul style="list-style-type: none"> • Redeployment could be cheaper for the company (1) as they will not have redundancy costs to pay (1) or possible the costs of any appeals/industrial tribunals if they make them redundant (1) • Because they are a chain they may have vacancies elsewhere (1) especially if business is growing in different parts of the country (1) and this gives them employees who are already trained (1) so they can provide the most efficient service for customers (1) • Company may have a commitment to a social policy (1) that means they wish to do the best for the workforce wherever possible so gives them the option of continuing to work for them even though it may not be convenient (1) 	(6)

Total for Question 2 – 28 marks

Question Number	Answer	Mark
3 (a)(i)	<p>1 mark for each correct statement up to a maximum of 3. For example:</p> <ul style="list-style-type: none"> • Time off from work other than for holiday (1) • Staff receive pay whilst off sick (1) • Organisations have a sickness and absence policy to show guidelines for it (1) • Other staff may have to be employed to cover the jobs (1). 	(3)

Question Number		Indicative Content
3 (a)(ii)		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <p>Better facilities may encourage more mixing so staff get to understand each other Better social environment may mean more positive appraisals so motivating young staff. They may work harder and so greater efficiency in the workforce and better cooperation. Cutbacks may have reduced efficiency and so other less costly perks might be given. Evident that poor morale is encouraging absenteeism – so may need to invest in this to improve overall efficiency. Disadvantage is that social changes may take time and older employees may be unwilling to change, so may not be effective. Better facilities might need new building – but money is already tight so might not be possible</p>
Level	Mark	Descriptor
1	1-2	Simple statements of other possible benefits of improving PWE
2	3-4	Some development of ideas, at least one linked to the given stimulus at the top of the level.
3	5-6	Focused responses with assessment of potential benefits of improving PWE. At least two problems considered in detail and linked to benefits to Loda Sports.

Question Number		Indicative Content
3 (b)		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive.</i></p> <ul style="list-style-type: none"> • Good workers so perhaps capable and this might keep them at Loda. • Keen to get on and earn more – this is a way in which the best can be rewarded. Will be able to see long term careers and therefore be more motivated • It is a chain so chances for all of them to be promoted. • But if they move into higher posts, perhaps at other clubs, they will no longer be together and work may suffer – so they might just refuse it. • May be expensive to give them the training – and then they might find better posts elsewhere so it is a risk. • Need to reward the good workers to keep them at Loda Sports • It may encourage the less productive workers to improve • Offers an alternative to a pay rise which may motivate them • Targeted reward for those that deserve it so more efficient use of financial resources
Level	Mark	Descriptor
1	1-3	Simple statements of possible benefits of using training and potential promotion.
2	4-6	Some evaluation with some application or sound evaluation with sound application. Some development of ideas, at least one linked to the given stimulus at the top of the level. will probably only deal with positive ideas for both company and the employees
3	7-8	Focused responses with evaluation clearly indicating benefits and disadvantages to both employees and the company.

Total for Question 3 - 17 marks
Total for Paper – 90 marks

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