

# Mark Scheme (Results) January 2009

GCE

## GCE Leisure Studies (6970) paper 01



## Unit 5: Working Practices in Leisure

Question	Example Answer	Mark Allocation
<b>1(a)(i)</b>	<p><b>1 mark for each correct statement</b></p> <ul style="list-style-type: none"> <li>• One-off jobs</li> <li>• Occasional/not regular</li> <li>• Limited employment rights</li> <li>• Work for someone else</li> <li>• May get paid at higher rate as less rights</li> <li>• Valid example in the leisure industry</li> <li>• Or any other realistic response.</li> </ul>	<b>3 marks</b>

Question	Example Answer	Mark Allocation
<b>1(a)(ii)</b>	<p><b>1 mark for each correct statement</b></p> <ul style="list-style-type: none"> <li>• Employed when they are busy(1).</li> <li>• They are employed to cover staff shortages(1).</li> <li>• They may be used to sell programme (1).</li> <li>• Evenings and weekend part-time employees would be used(1).</li> <li>• In the winter season they are much busier than usual (1) so it would be worth employing some casual labour for things such as ticket checking (1). They would not want to have full-time people on this as for much of the week usually they will have nothing to do (1).</li> </ul> <p>Credit one job that is likely to be given to casual/part-time. If they qualify this by saying that the 'job types are low level/don't need training' etc, then can get further mark. If they relate casual and part time to different types of jobs accurately, then can credit 2 marks - i.e. one will be a job that is there most of the time, the other a one off.</p> <p>Maximum 2 marks for explanation of why they are employing them - usually will be to save employing full-time workers when there is nothing to do.</p> <p>Credit examples of when they would be used e.g. for the 2/3 events per week</p>	<b>6 marks</b>

Question Number		Indicative Content
1(b)		<p><u>Key ideas for applied links between TAA and offering the post as a job share</u></p> <ul style="list-style-type: none"> <li>• <i>Has many staff to look after/be in contact with. Job share makes it more difficult for these other people to get consistent responses.</i></li> <li>• <i>High grade post so it is perhaps less likely that two quality employees will be found.</i></li> <li>• <i>Difficult to get staff so greater flexibility may help.</i></li> <li>• <i>May attract good quality applicants such as mums returning to work who would not be able to be full time.</i></li> <li>• <i>Job will probably have unsocial hours with evening work so might be done by people with different priorities such as a mum/dad and a single person who doesn't mind being out in the evenings.</i></li> </ul> <p><b>Level 1</b> - They would have to give two lots of training. (1)</p> <p><b>Level 2</b> - A managerial post will need quite a lot of experience from both candidates. If there is a shortage of labour in the area then it is unlikely that there will be 2 people with this experience looking for work. It would cost more to train 2 people as well. (5)</p> <p><b>Level 3</b> - There is a problem with recruitment in the area and by being flexible they may get more possible applicants so not have to offer as high a salary. The unsocial hours in the evening might suit some types of people whilst day work could be done by mums/dads with children at school. The responsibilities of the post would make job sharing difficult as they would have to take important decisions that would affect each other. This might make the Arts Arena less efficient in its running. Their deputy managers might find it difficult to adapt to two different styles of management and become demotivated. (8)</p>
Level	Mark	Descriptor
Level 1	1-3 marks	Advantages and/or disadvantages simply stated.
Level 2	4-6 marks	Basic analysis of the advantages/disadvantages. Expect some development of why they are advantages/disadvantages. There must be some specific links to the post of Front of House and/or the Arena to get beyond the bottom of the level. At the top of the level there should be some reference to both advantages and disadvantages.
Level 3	7-8 marks	Detailed analysis of both advantages and disadvantages. Explanation as to how the characteristics of a job share relate to the post/the Arena. There should be advantages and disadvantages analysed.
		<b>Total for Question 1</b>
		<b>17 marks</b>

Question	Example Answer	Mark Allocation
2(a)(i)	<p><b>1 mark for each correct statement</b></p> <ul style="list-style-type: none"> <li>• It is used to make the person specification(1)</li> <li>• It is used to create the advert for the job (1)</li> <li>• It shows possible candidates what they would have to do (1).</li> <li>• Candidates would see this and those who didn't like it would not apply (1). This would save time processing applications (1).</li> </ul> <p><i>Do not accept just 'it's what the job is'. It needs a mention of 'they' in referring to the candidate.</i></p>	<b>4 marks</b>

Question	Example Answer	Mark Allocation
2(a)(ii)	<p>1 mark for each correct suggested item up to a maximum of 3. 1 mark for each correct reason. Reasons can be generic or specific.</p> <ul style="list-style-type: none"> <li>• Experience (1): They have responsibility for a lot of people so would have to have experience of this environment/management before(1)</li> <li>• Good organisation (1): with so many responsibilities and many customers coming in at the same time they will have to be organised or there will be chaos!(1).</li> </ul>	<b>6 marks</b>

Question	Example Answer	Mark Allocation
2(b)	<p>1 mark for each correct explanatory point. Reserve 1 mark for each one so balance can be 2+2 or 3+1.</p> <p>For local newspaper, accept reasoning as to why a national one would be better.</p> <ul style="list-style-type: none"> <li>• A local newspaper would only reach a small number of people (1) and there wouldn't be many people with right experience for a job like this in a small area (1)and there is low unemployment anyway (1)</li> <li>• People are unlikely to read job adverts on posters when they have come to enjoy an evening out (1).</li> <li>• People may be qualified but don't visit the Arts Arena (1)</li> </ul>	<b>4 marks</b>

Question	Example Answer	Mark Allocation
2(c)	<p>Up to 4 marks each for description and explanation. Balance can be 2 + 4, 3 + 3, or 4 + 2.</p> <ul style="list-style-type: none"> <li>• Need criteria to judge them on. These could be desirable or essential. (2)</li> <li>• Candidates are scored to find the best ones. (1)</li> <li>• They cannot afford to interview them all (1)so they look at their applications and decide which are the best ones(1). They do this by using a scoring method (1)using agreed criteria. (1)</li> <li>• They decide the criteria they are going to use(1) and compare the candidates' applications to them (1). This gives them a fair way of choosing the best ones (1)as the criteria are the same for everybody (1). They are the essential and desirable criteria from the person specification. (1)</li> </ul>	6 marks

Question Number		Indicative Content
2(d)		<p><u>Key ideas for applied links between the 2-day interview and the appointment of a Front of House manager.</u></p> <ul style="list-style-type: none"> <li>• <i>Manager needs a variety of skills - these are tested more fully in a 2-day interview.</i></li> <li>• <i>Leading a team so group task enables them to see if he/she is a good team player.</i></li> <li>• <i>As manager will need to sort out problems that staff pass on to her so problem-solving activity may do this.</i></li> <li>• <i>Is in a very responsible position with many under him/her so has big influence on the running of the Arena so it is important they get the right person. 2-day interview will enable them to see candidates from a wide perspective so more likely to appoint the right person.</i></li> </ul> <p><b>Level 1</b> - The group task might show how they work as a team member. (1)</p> <p><b>Level 2</b> - A manager will need a variety of skills to deal with the different types of staff and jobs under her responsibility. The different tests will enable them to see how the candidates might cope so they are more likely to get the right person for the job. (4)</p> <p><b>Level 3</b> - Using a range of techniques means that all skills and abilities are fully tested without relying on applicants putting all the information in their application. You can thus see if they are as good as they said they were. This is crucial as they are a senior staff member with many responsibilities that will affect the enjoyment of the customers. If their organisation isn't good there could be many dissatisfied customers and the Arena would lose money. One problem is that it will be more costly to do this as they will have to put them up and the general manager and others will have to run the interviews rather than doing something else, or be paid overtime. (7)</p>
Level	Mark	Descriptor
Level 1	1-3 marks	Simple comments probably saying how each section will be used or containing broad generic benefits/disadvantages.
Level 2	4-6 marks	There is some analysis linking the concept of this type of interview and/or the specific tasks to the post of front of House manager. A response that gives a sound analysis of how the tests show skills, plus an indication that this will lead to the best person for the job being recruited, just achieves L2 even if the application is only implicit.
Level 3	7-8 marks	Detailed analysis linking the post and the tasks given. At the top of the level some indication that there is a downside should be there. (It will probably be in lesser responses as well).

Question Number		Indicative Content
2(e)		<p><b>Level 1</b> - They will both have a tour of the building, go over their job description and meet other staff. (2)</p> <p><b>Level 2</b> - The barman is likely to have a general overview of the company but much more on their job - probably a lot of it 'hands on' - whereas it is important for the manager to understand policies and procedures thoroughly as they will have to deal with issues with other staff. (4)</p> <p><b>Level 3</b> - The barman introduction will be quite short as they need to get into doing their job as quickly as possible - that is the best way for them to learn it, whereas the manager is likely to have a longer induction as they are responsible for staff and need to understand the company so they can work with staff within company guidelines. Much of the manager's training will be away from the job as they can't pick it up as they go along. The focus will be different as the barman will learn about health and safety of their job and its operational aspects whereas the manager needs to be aware of health and safety of all jobs and company policies overall. (7)</p>
Level	Mark	Descriptor
Level 1	1-3 marks	Similarities/differences are identified. Max 2 marks for list of items that both would have.
Level 2	4-6 marks	Some explanation of both similarities and differences, focussing on the characteristics of the jobs in part.
Level 3	7-8 marks	Clear and detailed explanation of the similarities and differences with specific reference to the types of job roles outlined.
		<b>Total for Question 2</b>
		<b>36 marks</b>

Question	Example Answer	Mark Allocation
<b>3(a)</b>	<p>Award marks as follows:</p> <p>Maximum 2 marks for responses that say what the act prescribes but without specific reference to the effects on the Arts Arena.  Max 2 also for realistic effects that are explained but that are not linked to specifics of the act or the stimulus.</p> <p>For example:  Staff must have at least 11 consecutive hours rest in a 24 hour period. (1)As shifts may finish past 11pm and reopens at 9am they could not ask the same staff to do both shifts. (1)</p> <p>They can only work a maximum of 48 hours in a week.(1) The Arts Arena is open for more than this so they will have to employ more than one member to staff for each job to cover all the hours. (1)</p>	<b>4 marks</b>

Question	Example Answer	Mark Allocation
<b>3(b)</b>	<p>Up to 4 marks each for description and explanation.  Balanced can be 2 + 4, 3 + 3, or 4 + 2.</p> <ul style="list-style-type: none"> <li>• They would need an organised system so it is seen to be fair. (1)</li> <li>• They could have a rota system for popular holiday times like Christmas. (1)</li> <li>• Staff leave should be monitored at regular intervals (1)during the year which would mean that management could see whether there were likely to be shortages(1). They could then bring in casual staff to cover (1) They could have a restriction on the number who could take leave at one time (1), with one person responsible for ensuring this happens (1). If they don't do this then they could be short-staffed and customers will not be able to use facilities like the bar (1).</li> </ul>	<b>6 marks</b>

Question	Example Answer	Mark Allocation
3(c)(i)	<p>Up to 3 marks for each correct statement.</p> <ul style="list-style-type: none"> <li>• Maternity leave is the time that employees are allowed off to have a baby (1).</li> <li>• All employees are entitled to 26 weeks leave (1). They can also have time off for per-natal classes/appointments in work time.</li> <li>• They can return to the firm in the same position or one that is equivalent at the end of their leave (1).</li> </ul>	3 marks

Question	Example Answer	Mark Allocation
3(c)(ii)	<p>Award 1 mark for each explanatory point. Balance of advantages/disadvantages no more than 4+2, 2+4</p> <ul style="list-style-type: none"> <li>• They have time to replace them (1).</li> <li>• It means that although someone has resigned they are not going to be short-staffed (1).</li> <li>• In theory the Arena will get time to replace them (1) - if it is a manager this could be up to 6 months so they will also be able to use the original employee in the new person's induction. (1)</li> <li>• This may mean they are paying two salaries, however. (1)</li> <li>• This will mean there should be no loss of service to customers, keeping income levels up (1).</li> <li>• If, however, the person working out her notice period resents still having to be there (1) it may actually be detrimental as she will be a de-motivator for others. (1)</li> </ul>	6 marks

Question Number		Indicative Content
4(a)		<p><u>Key ideas for applied links between PRP/Team Working and the motivation of TAA's staff</u></p> <ul style="list-style-type: none"> <li>• <i>Staff upset with each other so poor teamwork.</i></li> <li>• <i>PRP as Arena profits will be directly related to number of people coming in and staff can affect this.</i></li> <li>• <i>PRP may be adversely affected by someone on notice period</i></li> <li>• <i>References to attracting more people to events by good customer service</i></li> <li>• <i>Different areas in a venue such as TAA means that staff rely on each other to attract customers.</i></li> </ul> <p><b>Level 1</b> - Profit-related pay means they would all benefit if the Arena does well. (1)</p> <p><b>Level 2</b> - Team working would be really useful as the arguments about Christmas holidays might mean some people don't speak with others now which would be bad for internal communication. This may mean that systems did not run as well as usual and customer would suffer. It can be expensive to take them all away on a bonding weekend, however. (5)</p> <p><b>Level 3</b> - Profit related pay would be good as most of the people working there have contact with customers so if they improve their experience then profits will increase and they will get more money. It is not an expensive way for the organisation as they would only have to pay out if their profits have gone up. It might not be effective as it only takes one person to put off customers and there might be some staff who are not motivated by money. It also might not work because the shows that are being put on are not popular so profits would go down and they can't do anything about that. Team work would be poor after the staff who were there at Christmas had to take complaints so there would be internal divisions. (8)</p> <p><i>Credit candidates who try to suggest how they might be interlinked and thus used together - that they have to work together for them all to qualify for PRP in many ways.</i></p>
Level	Mark	Descriptor
Level 1	1-3 marks	Descriptive statements of their advantages/disadvantages as motivational tools. Theoretical ideas only likely to be advanced
Level 2	4-6 marks	Simple evaluation of their use related to the given scenario. There should be some linkage of the principles of PRP/Team working with the characteristics of The Arts Arena at mid level and above.
Level 3	7-8 marks	Detailed evaluation clearly related to the given scenario. Expect that both are tackled, although it does not have to be completely balanced. Candidates may well qualify their enthusiasm to use them suggesting downsides of their use as well.

Question	Example Answer	Mark Allocation
<b>4(b)(i)</b>	1 mark for each correct statement. <ul style="list-style-type: none"><li>• This is where the employee is given different tasks in addition to the ones he/she is doing (1).</li><li>• It is not necessarily accompanied by a pay rise (1).</li></ul>	<b>2 marks</b>

Question Number		Indicative Content
4(b)(ii)		<p><u>Key ideas for applied links between job rotation and the motivation of Elena application</u></p> <ul style="list-style-type: none"> <li>• <i>She has 4 A Levels and therefore is capable of doing other jobs.</i></li> <li>• <i>She wants to be a manager so this will give her greater experience - she will want to do well in these jobs.</i></li> <li>• <i>She is in a simple job now that will not stretch her or help her career choice.</i></li> <li>• <i>She is easily replaced in that job as it is fairly non-demanding.</i></li> </ul> <p><b>Level 1</b> - It would give her a break from the one thing she is doing, keeping her interest. (1)</p> <p><b>Level 2</b> - As she is getting bored with being a ticket assistant she needs to be allowed to do other jobs to keep her motivated. This would mean learning new roles and working with different people. She would need training in these areas however. (4)</p> <p><b>Level 3</b> - Job rotation would be ideal for her as she is ambitious to become a manager. This would mean having to know about all the different jobs in the Arena and job rotation would enable her to experience more of these. She would be able to see how it would help her career by gaining experience so this would motivate her. As she has four A Levels her skills are wasted on the door and would be capable of taking over other roles and then she could be used for cover if someone was ill so it would benefit the Arena as well. it would boost her self-esteem without costing them too much and it is easy to get other people to work on the door. (8)</p>
Level	Mark	Descriptor
Level 1	1-3 marks	Simple analysis of the possible advantages or disadvantages of the use of job rotation.
Level 2	4-6 marks	Simple evaluation of their use related to the given scenario. This may refer to her qualifications or her role at the Arena. There should be some linkage of the principles of job rotation with these characteristics or sound explanation as to the benefits to the Arena. Expect most candidates to support its use, although those who can evaluate its use for the Arena (which may not appear beneficial) as opposed to just Elena, should be credited.
Level 3	7-8 marks	Detailed evaluation clearly related to the given scenario. Expect that either both aspects of her qualifications and her simple job at the Arena to be evaluated. Candidates may well qualify their enthusiasm to use it suggesting downsides of its use as well.
		<b>Total for Question 4   18 marks</b>
<b>TOTAL FOR PAPER: 90 MARKS</b>		