



e (Final)

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GCE

s (6970)

ment in Leisure

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Summer 2018

Publications Code 6970_01_1806_MS

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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)	1 mark for each correct idea up to a maximum of 3. N.B. Do not credit reasons why organisations may use training schemes/apprenticeships or why people may want to follow them. • You join a company without the necessary skills (1) • The organisation provides the opportunities for training for you (1) • The training may be part of the job (1) and be carried out externally while you work there (1) N.B. Credit an example with 1 mark.	(3)

Question Number	Answer	Mark
1 (b)	1 mark for each explanatory point. Max 3 if no development of any of them (i.e. a list). • 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 they need volunteers in the summer so students may want to volunteer for them (1). They may want to work in the leisure industry and think this will help as employers (1) may think that doing this shows some commitment to the industry (1) • It enables you to make new friends (1) • It enables you to discover more about yourself (1) 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 Accept any other realistic response.	(4)

Question Number	Answer	Mark
1(c)	Award 1 mark for a realistic suggestion and up to 2 marks for each justification. - Local paper (1) the jobs need few skills so it doesn't have to be a specialist advert (1) and people who are volunteering are not likely to come far anyway (1). - The theme park notice board (1) many of the people who visit the park might want to help it (1) and this would be a cheap way of advertising (1) Other realistic possibilities: - ULP/theme park website - Volunteer website - Word of mouth advertising	(6)

Total for Question 1 = 13 marks

Question Number	Answer	Mark
2 (a)	1 mark for each explanatory point. Max 2 if no application to the scenario. For example: - Job analysis is used to find out what staff are needed (1) and the requirements of any new job that is to be recruited (1). - They need to look at what the role would need to do (1) so that when they advertise they can get the person with the right skills (1). - They would need to look at the demand for customer service, given the decline in visitor numbers (1) to identify whether the roles could be undertaken by just one person (1)	(4)

Question Number	Indicative Content
2(b)	<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> - 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

		• Customer service may benefit from different ideas and approaches – 2 may be better than one • Work closely with other people – may be more difficult to follow complaints through-ordinate if there are 2 people • Personal touch with people may be absent if contact different person each time • Small department so should not affect its running although possible confusion for part-timers if 2 work in different ways • May benefit if park has long hours – fresh person taking over so complaints don't just get left. Not so demanding over time.
Level	Mark	Descriptor
1	1-3	Basic statements made with no/minimal development. Generic points that address advantages and disadvantages of job shares. The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.
2	4-6	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 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.
3	7-8	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. 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.

Question Number	Indicative Content
2(c)(i)	<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> • Good communication skills needed as has worked with a team, although small so should be manageable. As not there all the time will need to communicate instructions. • Good communications skills needed with customers as many will already be unhappy.

		• Experience of customer service will be useful as it is a senior role and will need to be able to make decisions often in difficult circumstances. In charge so this should be essential rather than desirable. Responsible post without experience and may not get respect of workforce or may make basic errors. Very hands on type of job so experience needed. Probably should be essential • Will need confident personality if dealing with problems. • Knowledge of theme parks probably not that important as customer service skills will be similar everywhere. Relatively easy to learn through an induction/ ongoing training. Perhaps desirable but not essential. • Credit inclusion of others that might be suitable if they have justification for their inclusion.
Level	Mark	Descriptor
1	1-2	Basic statements made with no/minimal evaluation. May well get little further than stating which ones are appropriate and which not or may give simple statement of why each is useful.
2	3-4	Sound response with limited evaluation and sound application or sound evaluation and limited application. There will be some link to the role for at least one criteria and candidate may start to question the position of at least one.
3	5-6	A focussed response with sustained evaluation and effective application. Response will link specifics of the post and/or type of organisation with the usefulness of the criteria. Should consider repositioning at least one of them with justification

Question Number	Answer	Mark
2 (c)(ii)	1 mark for each correct descriptive point, for example: A marking system for the criteria will be devised (1) using the person specification to weight them appropriately (1). Each applicant will be marked against the essential criteria (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) They can be used to set interview questions (1) as they should elicit the qualities needed in the person specification (1)	(4)

	Credit use in shortlisting and in devising interview questions	
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Question Number		Indicative Content
2 (d)		<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> • Presentation will show their knowledge – job requires experience and this may well be shown through this method • 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. • Credit the recognition that a range of skills can be shown. Important post so it is vital to get the best candidate. Would not come through in just an interview so cost-effective to do it this way.
Level	Mark	Descriptor
1	1-3	Basic statements with no/minimal real evaluation. Will mainly just be stating what each of the activities may show about the candidate. The candidate uses everyday language and the response lacks clarity and organisation. Spelling punctuation and the rules of grammar are used with limited accuracy.
2	4-6	Sound response with some evaluation and application. There will be clear evaluation with some application or some evaluation with clear application. The purpose of at least one task should be linked with some identified aspect of the job for application to be shown. 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.

3	7-8	A focussed response with effective evaluation and clear application of two or more of the tasks. 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. 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.
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Question Number		Indicative Content
2(e)		<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> • Has much customer service knowledge so may not need too much in this, although it will have to be put into context to do. • Will need tour/H&S guidance on different areas – these will be new. Will take time to get round each one. Only used to working in one environment. May need introduction to the industry itself. • Will need introduction to procedures for customers as has not met them before. Vital part in ensuring success of business at it runs on them! • Job shadow may be useful as areas of the theme park will probably not be too different and it may be good way of her getting to know some of the leisure industry. However, its usefulness could be limited if there is little similarity between jobs in the departments. • Will also have staff to meet as she is their manager so she will need to do some initial appraisal of them and their roles.
Level	Mark	Descriptor
	0	No rewardable material.
1	1-2	Simple statements about what will be present in the inductions and why they are done in generic terms.
2	3-4	Sound response with some analysis and application. Responses may have either clear application and some analysis or some application and clear analysis. Benefits to the CSM or the company should start to emerge linked to information about her/the role given in the stimulus.
3	5-6	A focussed response with sustained analysis and effective application. There should be sustained use of the stimulus material with clear benefits to the company and the CSM.

Total for Question 2 = 36 marks

Question Number	Answer	Mark
3(a)(i)	Award 1 mark for each correct idea. • They are rest periods that workers are entitled to • within their working hours (1) • They are determined by the organisation (1) • There are special rules for young people (1) • There can be exceptions/flexibility in them (1) • Scheduled breaks are determined by working time regulations (1) Or any other realistic response. Credit a correct example with one mark e.g. Worker is entitled to a break of 20 minutes if working for 6+ hours (1)	(3)

Question Number	Indicative Content	
3(a)(ii)	<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> • Staff can work at times that most suit them to a large extent meaning that they can plan it round other commitments such as looking after children. • They can vary it from week to week. This should help keep a fresh and motivated workforce so they should work more efficiently • Company always has enough staff to work when they are busiest but is trying to help staff as much as possible increasing motivation and possibly making it easier to recruit. • By sorting it out at the start of the week they can ensure all other times are going to be adequately covered as well	
Level	Mark	Descriptor
	0	No rewardable material.
1	1-2	Simple statements about how flexible working operates with implicit benefits.

2	3-4	Sound response with some analysis and application. Responses may have either clear application and some analysis or some application and clear analysis. Benefits to the employees or the company should start to emerge linked to information about her/the role given in the stimulus.
3	5-6	A focussed response with sustained analysis and effective application. There should be sustained use of the stimulus material with clear benefits to the company and the employees.

Question Number	Answer	Mark
3(b)	Award up to 2 marks for each reason. For example: They only have to have one lot of administration such as working out tax (1) which takes less time and thus saves money (1) It is easier to set rotas (1) as they only have to take one employee's needs into account (1) They will only have to train one person (1) By being full-time they may have more knowledge of how it works/commitment to the company (1) so will be more efficient in how they work (1) Or any other realistic response.	(4)

Question Number	Indicative Content	
3(c)	<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> • As he had previously been good, there probably is specific reason, which the process would uncover. • 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.	
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 for both employee and organisation. Response should be clearly applied to the given situation with benefits for employee and company explained.

Question Number		Indicative Content
3(d)		<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> • There are three other parks in the group so it is possible • The other parks have increasing visitors so will need more staff. Will not need to spend on recruitment for these posts. • More staff will help to keep customer service at high levels, operating new rides and helping keep queues short. • In the south-west they need less staff and it would be cheaper to redeploy as don't have to pay redundancy. They would also be ready trained for the job. • Staff still have a job if they are redeployed but will have to move a long way. • Evaluative balance will probably end up being between commercial benefits to ULP park and inconvenience to staff. Long journey/moving may not help motivation. • N.B. Candidates should consider both employees and employer but it is not absolutely necessary that they do.
Level	Mark	Descriptor
1	1-3	Basic responses that are mainly theoretical/descriptive. Possibly limited reasoning/ application.
2	4-6	Responses with some evaluation/application. Responses may have either clear application and some evaluation or some application and clear evaluation. Expect the benefits of redeployment to dominate the discussion.
3	7-8	Focused responses with sustained evaluation and application.

Total for Question 3 = 27 marks

Question Number	Answer	Mark
4 (a)	Award one mark for each explanatory comment up to a maximum of 6. For example: • Appraisals are used to set targets (1) so that employees know what they are trying to achieve (1) and the potential rewards for doing so (1). • In appraisals employees can air any issues they might have with their employees (1) so that these can then be addressed (1), such as Natalia being disappointed that she is not being fairly rewarded in her opinion. (1) • Employees get feedback that will include what they are doing well (1) so they feel better about the way they are tackling the job role (1)	(6)

Question Number	Indicative Content	
4(b) AO4 Expert	<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> Content will depend to an extent on which method is chosen but should encompass some/all of: • Suitable job for incentivised payments such as PRP. • Could go down route of bonuses, perks for good work • Possibly even management training as she is better than the others and could help them • Capable of good ideas so need to encourage this in some way.	
Level	Mark	Descriptor
	0	No rewardable material.
1	1-3	Simple statements about how flexible working operates with implicit benefits.
2	4-6	Sound response with some evaluation of its suitability and application. Responses may have either clear application and some evaluation or some application and clear analysis. Benefits

		to the employees or the company should start to emerge linked to information about her/the role given in the stimulus.
3	7-8	A focussed response with sustained evaluation of its suitability and effective application. There should be sustained use of the stimulus material with clear benefits to the company and the employees.

Total for Question 4 = 14 marks

Total for Paper = 90 marks

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