



Mark Scheme and marking guidelines

NCFE Level 3 Applied General Certificate in Business and Enterprise (601/8908/3)

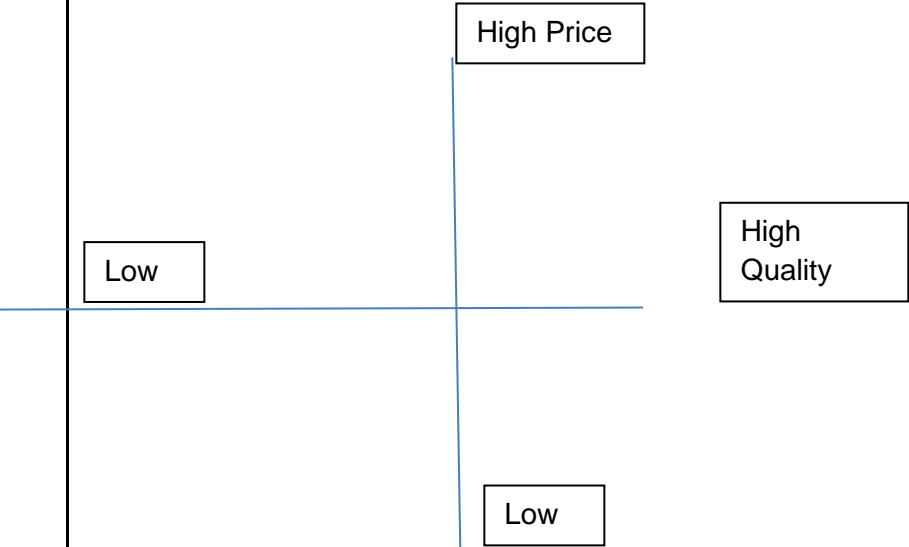
Spring Mark Scheme 2019

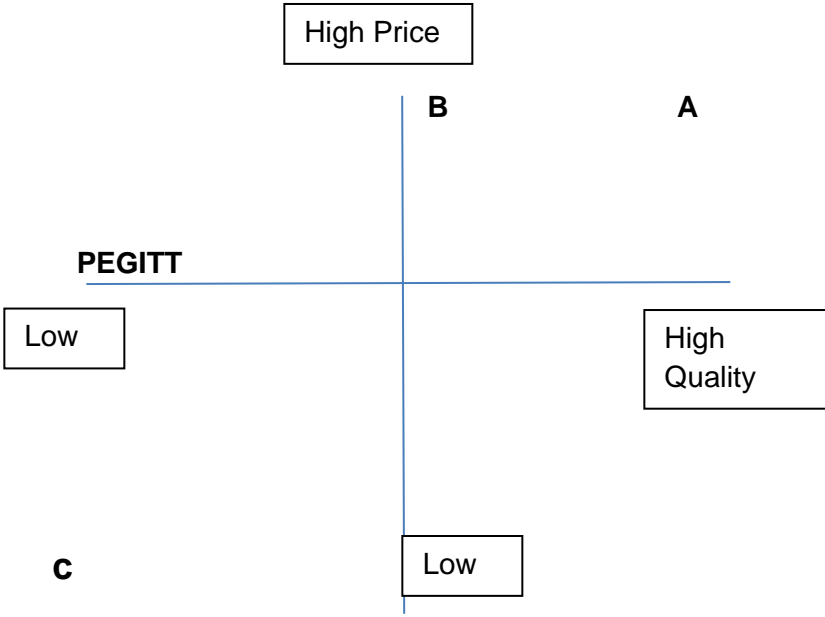
| Question | Answer | AO split | Total marks | Additional marking guidelines |
|------------|--|---|-------------|-------------------------------|
| Question 1 | | | | |
| 1(a) | <i>Answer - A.</i> essential and desirable competencies | AO1: 1 mark | 1 | |
| 1(b) | <p>AO1 – Knowledge (K) 3 marks</p> <p>Award 2 K mark for identifying two advantages</p> <p>e.g.</p> <ul style="list-style-type: none"> • Can raise finance by selling shares to friends, family members, business contacts • The shareholders have limited liability. • Has continuity • May have potential tax advantages compared with operating as a sole trader as profits grow • Improves the status of the business. <p>Award 1 K marks for identifying 1 disadvantage</p> <p>e.g.</p> <ul style="list-style-type: none"> • Increased administration • Accounts are in the public domain • Cannot sell shares on the stock exchange <p>AO2 Analysis</p> <p>The learner will explain each advantage/disadvantage</p> <p>e.g. advantages</p> | <p>AO1: 3 marks</p> <p>AO2: 3 marks</p> | 6 | |

| | | | | |
|------|--|--|---|---|
| | <ul style="list-style-type: none"> • Can raise finance by selling shares to friends, family members, business contacts (K), this will allow it to raise capital which does not have to be repaid OR has any interest charges. (AN) • The shareholders have limited liability (K) and therefore if the business goes bankrupt shareholders' own assets are not put at risk (AN) • Has continuity (K) and therefore (as long as there is more than one shareholder) the business will not be forced into closure if a shareholder dies (AN) • Has tax advantages compared with operating as a sole trader (K) as if the business is successful and profits rise then corporation tax rates are lower than income tax rates and therefore less tax is paid. <p>e.g. disadvantages</p> <ul style="list-style-type: none"> • Increased administration (K) which can increase cost as additional staff such as accountants may need to be recruited (AN) • Cannot sell shares on the stock exchange (K) which limits the funds that can be raised via a share issue (AN) | | | |
| 1(c) | <p>AO1 – Knowledge (K) 2 marks</p> <p>Award 1 mark for any 2 correctly identified impacts (positive or negative) on the business from the decision to modernise PL's hotel communications.</p> <p>e.g.</p> <p>will make it easier for customers to book rooms</p> | <p>AO1: 2 marks</p> <p>AO2: 4 marks</p> <p>AO3: 3 marks</p> | 9 | <p>Answer needs to be in context to access AO2 APP marks.</p> <p>Generic answers that do not make use of the stimulus material will not be awarded APP marks.</p> <p>AO1 and AO2</p> |

| | | | |
|---|--|--|--|
| <p>will make bookings available 24/7 will reduce demands on staff to take bookings over the phone OR answering emails Increased administration which can increase cost Accounts are in the public domain</p> <p>AO2 – Application (APP) 2 marks</p> <p>In order to achieve any APP marks learners MUST use the information in the question stem and therefore must relate the impact to hotel employees and/or guests.</p> <p>AO2 – Analysis(AN) 2 marks</p> <p>Analysis points may include:</p> <p>The impact on the employees may be considerable. Reception staff will now have more time to deal with hotel guests face-to-face rather than having to take phone bookings. This will reduce the stress that they face and allow them to provide a better service to guests.</p> <p>Potential guests will be more likely to book rooms as this can be done at any time of day and they will not have to wait in queues on the phonenumber which may have happened in the past</p> <p>Guests at the hotel should see an improvement in customer service as queues at reception should be dealt with quickly as bookings now will seldom be made by phone, allowing reception staff to concentrate on dealing with guests face to face.</p> | | | <p>5-6 marks for a reasonable/Good Analysis AND Reasonable/Good Application.</p> <p>3-4 marks for a reasonable/Good Analysis OR Reasonable/Good Application.</p> <p>1-2 marks for a limited response, all knowledge.</p> <p>AO3</p> <p>3 marks for a sound judgement that is fully supported/justified.</p> <p>2 marks for a sound judgement that is partly supported/justified.</p> <p>1 mark for a limited judgement(s) with limited support/justification.</p> <p>0 marks for a judgement(s) without any supporting justification.</p> |
|---|--|--|--|

| | | | | |
|--|---|--|--|--|
| | <p>Introducing a new booking system will add to the costs of the hotel as staff will need training to operate new booking system.</p> <p>AO3 – Evaluation. (EV) 3 marks</p> <p>EV1 Award 1 mark for an assessment of the impact on the business that is more than a simple unsupported judgement.</p> <p>e.g. The website will improve the business image as it will present a more modern view of the hotel chain to potential customers.</p> <p>EV2 Award 2 marks where the learner has supported the assessment with evidence/argument for at least 2 impacts, which can be positive and/or negative.</p> <p>As EV1 plus:</p> <p>Guests staying at the hotel will appreciate the improved customer service at reception and future guests will be able to make bookings 24x7 and won't need to make phone calls. All of these impacts will improve the hotel's image and should lead to increased bookings and increased repeat custom.</p> <p>EV3 Award 3 marks for a fully supported realistic assessment of the impact on the business from the decision to modernise PL's hotel communications.</p> <p>As EV2 plus:</p> <p>As the business operates in a competitive market and rival hotel chains provide these booning facilities it is essential that</p> | | | |
|--|---|--|--|--|

| | | | | |
|------------|---|---------------------|---|--|
| | PL moves with the times if it is to present a modern image to customers. | | | |
| Question 2 | | | | |
| 2(a) | Answer - delegating more power to employees to make their own decisions in the workplace | AO1: 1 mark | 1 | |
| 2(b)(i) | <p>AO1(K) one mark each for correctly labelling each axis with correct labels – need Price (plus High & Low) for 1 mark and Quality (plus High and Low for 2nd mark) – candidates may draw this with price as X axis and Quality as Y axis = doesn't matter which is x and which is y</p>  | AO1: 2 marks | 2 | |

| | | | | |
|-----------------|--|--|----------|---|
| <p>2(b)(ii)</p> | <p>AO2 (K) Award 2 marks if all 4 are correctly placed. Award 1 mark if 3 are correctly placed.</p>  | <p>AO2 2 marks</p> | <p>2</p> | <p>Use discretion when marking placement of all 4 hotels.</p> <p>e.g. B does not need to be right on the price line but needs to be very close to it.</p> <p>e.g. Both A and B need to be at least half way up the high price quadrant.</p> |
| <p>2c</p> | <p>Award 1 K mark for correctly identifying one of PL's external stakeholders that would be affected.</p> <p>These are: Hotel guests Current Suppliers of bread rolls</p> <p>To earn the 2 AO2 marks the learner must explain how that stakeholder will be affected.</p> <p>e.g. the current suppliers of bread rolls will lose sales to all PL hotels which will impact negatively their sales revenue (AN)</p> | <p>AO1: 1 mark</p> <p>AO2: 2 marks</p> | <p>3</p> | |

| | | | | |
|------|---|--|---|--|
| | e.g. hotel guests will enjoy increased availability of freshly made rolls which will improve their dining experience (AN) | | | |
| 2(d) | <p>AO1 – Knowledge (K) 2 marks</p> <p>Award 1 mark for correctly describing identifying any 2 possible impacts on PL from the three issues that are concerning the Board of Directors.</p> <p>e.g. (a shortage of skilled workers to work in its hotels) will make customer service levels fall.</p> <p>e.g. (a fall in visitor numbers) will cause a fall in the hotel chain’s revenue.</p> <p>e.g. (if interest rates rise) then PL will have to pay higher interest charges on any loan or overdrafts it has taken out.</p> <p>AO2 – Application (APP) 2 marks</p> <p>In order to achieve APP marks learners MUST make some reference to the impacts of these changes on the hotel.</p> <p>a shortage of skilled workers to work in its hotels will reduce the standard of service it can provide which impact repeat business.</p> <p>A shortage of skilled workers may force the hotel to raise wages in order to attract UK based workers.</p> <p>A fall in European tourists will see hotel booking at PL hotels fall as 5% of bookings are made by European tourists.</p> | <p>AO1: 2 marks</p> <p>AO2: 4 marks</p> <p>AO3: 3 marks</p> | 9 | <p>Answer needs to be in context to access AO2 APP marks.</p> <p>Generic answers that do not make use of the stimulus material will not be awarded APP marks.</p> <p>AO1 and AO2</p> <p>5-6 marks for a reasonable/Good Analysis AND Reasonable/Good Application.</p> <p>3-4 marks for a reasonable/Good Analysis OR Reasonable/Good Application.</p> <p>1-2 marks for a limited response, all knowledge.</p> <p>AO3</p> <p>3 marks for a sound judgement that is fully supported/justified.</p> <p>2 marks for a sound judgement that is partly supported/justified.</p> <p>1 mark for a limited judgement(s) with limited support/justification.</p> <p>0 marks for a judgement(s) without any supporting justification.</p> |

| | | | | |
|--|--|--|--|--|
| | <p>AO2 – Analysis(AN) 2 marks</p> <p>Analysis points may include:</p> <p>Increased costs - if higher wages need to be paid to attract UK based workers this will increase total costs and reduce profits.</p> <p>Reduced level of customer service – if PL is unable to hire sufficient staff the in the short-term staff shortages will reduce the standard of service provided in the hotel and its bar and restaurant. This is likely to cause a fall in repeat bookings which will reduce sales revenue in the future.</p> <p>If interest rates rise then the costs of any loans that PL takes out in future years, to fund the modernisation programme, will rise and this thus reduce net profits.</p> <p>AO3 – Evaluation. (EV) 3 marks</p> <p>EV1 Award 1 mark for a judgement as to how one of these factors will impact PL.</p> <p>EV2 Award 2 marks for a judgement as to how two of these factors will impact PL.</p> <p>EV3 Award 3 marks for a fully supported evaluation of all 3 factors and which identifies which of these impacts is likely to have the least/most impact.</p> <p>Learners may suggest:</p> <p>EV1</p> | | | |
|--|--|--|--|--|

| | | | | |
|--|--|--|--|--|
| | <p>A rise in interest rates will increase the costs of the loans PL intends to take out in the coming years to finance its modernisation programme which may cause the business to delay or cut back on this programme. However, this increase in interest rates is far from certain.</p> <p>EV2 Award 2 marks where the learner has supported the assessment with evidence/argument as to how two of these factors will impact PL.</p> <p>As EV1 plus:</p> <p>The possible fall in EU tourists will have an impact on bookings at PL hotels but the impact at worst would only be small as 95% of PL guests are not from abroad.</p> <p>EV3 Award 3 marks where the learner has supported the assessment with evidence/argument as to how three of these factors will impact PL.</p> <p>As EV2 plus:</p> <p>The business will struggle to operate efficiently as there will be staff shortages, this may mean rooms are not cleaned as often or that guests in the bar and restaurant are not served quickly so reducing customer satisfaction . This is potentially the most significant impact and may be long lasting. If PL cannot recruit sufficient staff then service level will be compromised and along with other hotels they will have to offer higher wages to attract scarce staff, pushing up their costs quite significantly.</p> | | | |
|--|--|--|--|--|

| Question 3 | | | | |
|------------|---|---|---|--|
| 3(a) | <i>Answer - fringe benefits</i> | AO1: 1 mark | 1 | |
| 3(b) | <p>AO1 – Knowledge (K) 3 marks</p> <p>Award up to 2 marks for any 2 correctly identified elements of the marketing mix – place, price, promotion, product.</p> <p>AO2 – Analysis (AN)</p> <p>Analysis marks are only available for explanation that apply to product, price and promotion as these are the only 3 elements in the stimulus that can be utilised.</p> <p>e.g. product – that the hotels are dated and the hotel owners themselves are already thinking about a modernisation programme suggests that it is product that is at fault.</p> <p>e.g. promotion – the hotel chain relies heavily on traditional advertising methods. Many consumers now rely on the internet and social media for finding good deals on hotels. Therefore, PL needs to reconsider which advertising media it uses.</p> <p>e.g. promotion – loyalty cards – most hotel chains now operate loyalty schemes. These provide points to guests which they can exchange for future bookings, free means etc. They are one way of encouraging repeat custom. The fact that rivals do this and PL does not, suggests that they need adopting if PL is to be competitive.</p> | <p>AO1: 2 marks</p> <p>AO2: 4 marks</p> | 6 | |

| | | | | |
|------|--|--|---|--|
| | Price – although not in the stimulus for this question, earlier it is stated that PL is low priced and medium quality. It is just possible that low prices equate with low quality in the minds of some consumers and that PL might benefit from raising its prices slightly to create an impression of better quality – could be done as a trial at one of its hotels. | | | |
| 3(c) | <p>AO1 – Knowledge (K) 2 marks</p> <p>Award 1 mark each for any two identified improvement that could be made to their methods of market research.</p> <p>e.g.</p> <p>Use focus groups</p> <p>Obtain more qualitative data</p> <p>Make more use of secondary research</p> <p>Use social media/internet/email to send out questionnaires to guests</p> <p>AO2 – Analysis(AN) 4 marks</p> <p>Learners will expand on the advantages and disadvantages of each methods suggested.</p> <p>e.g. focus groups</p> <p>Advantages</p> <p>Detailed discussions are possible with a small group of customers. They can be asked detailed questions to consider</p> | <p>AO1: 2 marks</p> <p>AO2: 4 marks</p> <p>AO3: 3 marks</p> | 9 | |

| | | | | |
|--|---|--|--|--|
| | <p>a range of issues that concern guests. Will tend to produce detailed data.</p> <p>Disadvantages Can take time to organise. Members can be influenced in their answers by other members who have strong personalities. By only interviewing hotel guests the business is not getting the point of view from potential guests who prefer to stay in rival hotels.</p> <p>AO3 – 3 marks for Evaluation.</p> <p>EV1 Award 1 mark for an evaluation of one method and how likely it is to improve the quality of their research.</p> <p>EV2 Award 2 marks where the learner has evaluated two methods and how they are likely to improve the quality of their research.</p> <p>EV3 Award 3 marks for an evaluation that weighs up the potential of both chosen methods and justifies why one is better than the other.</p> <p>EV1</p> <p>e.g. By using focus groups of existing customers PL's marketing department are more likely to get in depth and honest answers to questions they have and will therefore be able to judge more accurately whether the facilities and customer care provided by PL hotels need improvement and will be able to pinpoint which are the main areas of customer concern.</p> | | | |
|--|---|--|--|--|

| | | | | |
|------------|---|--|--|--|
| | <p>EV2 Award 2 marks where the learner has evaluated two methods and how they are likely to improve the quality of their research.</p> <p>As EV1 plus:</p> <p>The marketing department may use email to contact guests immediately after their visit. This may show customers that PL place a value on their views. Emails may be more likely to be completed than cards left in rooms and therefore may produce a greater quantity of replies – the sample therefore may be more representative of the hotel guests' views.</p> <p>EV3 Award 3 marks for an evaluation that weighs up the potential of both chosen methods and justifies why one is better than the other.</p> <p>As EV2 plus:</p> <p>Both methods have advantages but whilst emails may increase the quantity of replies they may still not produce the detailed answers that the marketing department needs. Many customers may just ignore emails and it is possible that those who reply may not be a good representative sample. Focus groups, if well-chosen in terms of members, are more likely to provide the more detailed information needed – the marketing department can carefully plan the make-up of such a group to try and get a balanced sample of views. Therefore, of the 2 methods the one that is more likely to provide the more accurate and detailed data is the use of a focus group.</p> | | | |
| Question 4 | | | | |

| | | | | |
|------|--|---|---|--|
| 4(a) | Answer - Commission | AO1: 1 mark | 1 | |
| 4(b) | <p>AO1 – Knowledge (K) 3 marks</p> <p>Award 1 mark for correctly labelling BOTH axes (Y axis – Costs and Revenue; X axis – Output (accept sales, guests, quantity, units))</p> <p>Award 1 mark for a correctly labelled Total Revenue line – can be labelled TR (or SR). The line must start at the origin and have appositve gradient. The labelling mark does not require this line to be accurately drawn.</p> <p>AND for a correctly labelled Total Costs line – can be labelled TC. The line must have appositve gradient. The labelling mark does not require this line to be accurately drawn.</p> <p>AO2 –Application (AN) 3 marks</p> <p>Award 1 mark for an accurately drawn TR line, line must be straight.</p> <p>Award 1 mark for an accurately drawn TFC line, line must be straight.</p> <p>Award 1 mark for an accurately drawn TC line, line must be straight.</p> <p>Award 0 marks for non-straight lines, inaccurate.</p> | <p>AO1: 3 marks</p> <p>AO2: 3 marks</p> | 6 | <p>Pre-drawn graph paper with scale decided included in the paper.</p> <p>The labels for the axes will not be provided.</p> <p>Accurately drawn – must be a straight line.</p> |

| | | | | |
|----------------------|--|---|----------|--|
| | | <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">TR</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">TC</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">TFC</div> | | |
| <p>Question 4(c)</p> | <p>AO1 – Knowledge (K) 2 marks</p> <p>Candidates will identify how any of the possible suggestions could affect cash flow.</p> <p>e.g.</p> <ul style="list-style-type: none"> Postpone planned hotel refurbishments until the problem is solved as otherwise this will increase further cash outflows. | <p>AO1: 2 marks</p> <p>AO2: 4 marks</p> <p>AO3: 3 marks</p> | <p>9</p> | <p>AO1 and AO2</p> <p>5-6 marks for a reasonable/Good Analysis AND Reasonable/Good Application.</p> <p>3-4 marks for a reasonable/Good Analysis OR Reasonable/Good Application.</p> |

| | | | | |
|--|--|--|--|---|
| | <ul style="list-style-type: none"> • Cut prices to the levels charged by rivals may attract more guests, increasing cash inflows. • Reduce costs by cutting portion sizes of meals and reducing the number of staff employed in the bars and restaurant will reduce cash outflows. <p>AO2 – Application (APP) 2 marks</p> <p>References need to be made to PL or its rivals</p> <p>Marks can be awarded for :</p> <p>Rivals have more modern facilities.</p> <p>Refurbishing 1 of its hotels each year at a cost of £1m per hotel per year.</p> <p>AO2 – Analysis (AN) 2marks</p> <p>Candidates need to look at potential positive and negative impacts of each of these 3 alternatives:</p> <ul style="list-style-type: none"> • Postponing hotel refurbishments until the cash flow problem is solved. This will prevent the cash flow problem worsening; however, this may be short-sighted as the cash flow problems have their origin in falling guest numbers and these are likely to be due to dated hotels that cannot offer the same quality experience as rival Budget hotels • Cut prices to the levels charged by rivals. This could be a two-edged sword. If bookings don't increase in the short-term then cash inflows will fall as guests will now pay lower prices. The cash flow problem will only improve if there is an increase in bookings made by | | | <p>1-2 marks for a limited response, all knowledge.</p> <p>AO3</p> <p>3 marks for a sound judgement that is fully supported/justified.</p> <p>2 marks for a sound judgement that is partly supported/justified.</p> <p>1 mark for a limited judgement(s) with limited support/justification.</p> <p>0 marks for a judgement(s) without any supporting justification.</p> |
|--|--|--|--|---|

| | | | | |
|--|--|--|--|--|
| | <p>guests and the % increase is greater than the % decrease in price. To complicate things further rival chains might match PL hotels cut prices which would make the cash flow problem worse.</p> <ul style="list-style-type: none"> • Reduce costs by cutting portion sizes of meals by 5% and reducing the number of staff employed in the bars and restaurant at non-peak times. This will improve the cash flow position immediately as outgoings will be reduced, how will it impact bookings? Hard to know as it all depends on the guest reaction. Very small changes in portion sizes may go un-noticed but guests at peak hour may find that service levels fall with longer waits for meals etc. due to there being less staff present <p>AO3 – 3 marks for Evaluation.</p> <p>EV1 Award 1 mark for an assessment of the impact of at least one of the 3 options on cash flow but this is not supported any information from the case study</p> <p>EV2 Award 2 marks where the learner has assessed the impact of at least 2 of the options on cash flow and these are supported by some evidence from the case study.</p> <p>EV3 Award 3 marks for a fully supported realistic assessment that makes a significant use of the stimulus material, discusses all 3 options and suggests which one is likely to have the most impact / least negative impact on the hotel's cash flow.</p> <p>EV1</p> | | | |
|--|--|--|--|--|

| | | | | |
|--|---|--|--|--|
| | <p>e.g. Postponing hotel refurbishments will reduce cash outflow next year, which would have increased by £1m and therefore will help to prevent an increase in total cash outflows. This method is totally within the hotel's control and at least will not make the situation worse.</p> <p>EV2 Award 2 marks where the learner has evaluated two options and how they are likely to improve cash flow.</p> <p>As EV1 plus</p> <p>e.g. Match the prices charged by PL to the levels charged by rival hotels may encourage those customers who are price sensitive to reconsider PL hotels for their bookings. However, it does not make PL hotels more attractive than rivals but at least should prevent it from losing customers who choose on lower prices.</p> <p>As EV2 plus:</p> <p>e.g. Reducing costs by cutting portion sizes of meals and reducing the number of staff employed in the bars and restaurants may be short-sighted, whilst it will definitely reduce total outflows there are already growing complaints about customer service levels and this is likely to reduce repeat customer still further and this will make the cash inflows worsen.</p> <p>Overall all 3 options have issues and the least likely to work long term is the 3rd option (cutting portion sizes etc.) as PL is already charging higher prices than rivals and may be even worse value for money by customers. The planned refurbishment long term is needed as the hotels do need to</p> | | | |
|--|---|--|--|--|

| | | | | |
|------------|---|--|----|---|
| | modernise so option 1 is not a long-term solution. It is recommended that option 2 is chosen as otherwise cash inflows will continue to fall as lower prices charged by rivals will long term erode the customer base and lead to future cash flow problems. | | | |
| Part B | | | | |
| Question 5 | <p>AO1 – Knowledge (K) 2 marks</p> <p>Award up to 2 knowledge marks for a learner's explanation of what constitutes a promotional mix or knowledge of the terms product life cycle, target market.</p> <p>A promotional mix describes the combination of different promotional methods employed by a business.</p> <p>Target market refers to the characteristics of consumers at whom a product or service is aimed.</p> <p>Product life cycle refers to the stages a product or service goes through from introduction to decline.</p> <p>AO2 – Application (APP) 4 marks</p> <p>Learners can provide answers relating to the points below.</p> <p>AO2 – Analysis (AN) 4 marks</p> | <p>AO1: 2 marks</p> <p>AO2: 8 marks</p> <p>AO3: 3 marks</p> | 13 | Please see grid below Q6 for levels approach to marking Questions 5 and Question 6 |

| | | | | |
|--|--|--|--|--|
| | <p>As this is a new service it is in the introductory stage of the <u>product life cycle</u>. In this stage the advertising spend will need to be large as the business needs to inform its potential target market (other businesses)of its existence and then persuade them to try the service</p> <p>In order to raise awareness, the choice of <u>promotional mix</u> is crucial. They will want methods/media that will be seen by as <u>many of the target market</u> as possible.</p> <p>Using sales representatives might be the best option but even employing two sales reps would take up most of the budget and 2 reps across the whole of Wales would not be able to meet and impress many businesses <u>in their target market</u>.</p> <p><u>Its rivals also</u> provide glossy brochures – this is something PL could consider as it is probably <u>within their budget</u>. Having videos made <u>is expensive</u> but PL could try making its videos to highlight the facilities on offer in its new conference suites. However, if this is amateurish then it could damage the business’ reputation and image,</p> <p>They would also struggle <u>to stay within budget</u> if they want to match the ‘giveaways/ that <u>rivals</u> offer in ”goody bags” but could offer something else such as a discount to conference delegates on future stays at PL hotels – e.g. a 25% off voucher,</p> <p>PL could upload videos onto its website and email links of these to businesses that are potential customers</p> <p>AO3 – Evaluation (EV) 3 marks</p> <p>EV1 will make a justified judgement, with reference to the case study, as to how one of the four factors (life cycle position,</p> | | | |
|--|--|--|--|--|

| | | | | |
|------------|---|--|----|--|
| | <p>target market, rival campaigns, budget) will determine its chosen promotional mix.</p> <p>EV2 will make a justified judgement, with reference to the case study, as to how two of the four factors (life cycle position, target market, rival campaigns, budget) will determine its chosen promotional mix.</p> <p>EV3 will make a justified judgement, with reference to the case study, as to how at least three of the four factors (life cycle position, target market, rival campaigns, budget) will determine its chosen promotional mix.</p> | | | |
| Question 6 | <p>AO1 – Knowledge (K) 2 marks</p> <p>The learner will demonstrate knowledge of 2 features of Hackman & Oldham’s job characteristics model.</p> <p>e.g.</p> <p>A boring and monotonous job stifles motivation to perform well,</p> <p>A challenging job enhances motivation.</p> <p>AO2 – Application (APP) 4 marks</p> <p>candidates must use the information from the stimulus in relation the model and can include:</p> <ul style="list-style-type: none"> • were monotonous and repetitive and undemanding • did not have defined beginning, middle and end • left them feeling their work had little or no "meaning" or significance • allowed them no freedom as to how they could accomplish tasks | <p>AO1: 2 marks</p> <p>AO2: 8 marks</p> <p>AO3: 3 marks</p> | 13 | <p>Please see grid below Q6 for levels approach to marking Questions 5 and Question 6</p> |

- staff turnover at PL hotel has increased significantly over the past 2 years.
- absenteeism has also risen sharply.

AO2 – Analysis (AN) 4 marks

Candidates can analyse any 4 of the 5 principles from the model to suggest changes that would improve motivation.

e.g.

Skill variety

- PL hotels need to provide a job that involves a variety of activities and perhaps stretches an employee to develop his / her skills. This is more likely to be motivating than menial and monotonous work each day.

Task identity

Set all workers clearly-defined tasks as it is more likely to create opportunities for employees to enjoy the positive feelings of achievement.

Task significance

- The hotel needs to impress on the staff how much the job they do matters to the overall success of the hotel – this can be done regularly through team meetings. Otherwise It can be de-motivating at work if you feel your work has little or no "meaning" or significance to the overall success of the hotel.

Autonomy

- This is more difficult to implement as it hard to give cleaners etc. freedom as to how they do their jobs but if the staff are consulted and can have an input into how tasks are to be done then they will likely to be more motivated.

Job feedback

| | | | | |
|--|--|--|--|--|
| | <p>This is one of the complaints that arose from the staff questionnaire – one solution is to have regular meetings between line managers and the workers to review performance. This cannot just be once a year as part of appraisal but would need to be regular e.g. one a month.</p> <p>AO3 – Evaluation (EV) 3 marks</p> <p>To achieve EV marks methods, recommendations and evaluations must relate to both Hackman & Oldham’s job characteristics model, and the case study. If the candidate does not use the H&O model, then no evaluation marks can be awarded.</p> <p>EV1 will evaluate the impact of 2 suggested changes to improve worker motivation – judgements will be made as to how effective these changes are likely to be.</p> <p>EV2 will evaluate the impact of 3 suggested changes to improve worker motivation – judgements will be made as to how effective these changes are likely to be.</p> <p>EV3 will evaluate the impact of 4 suggested changes to improve worker motivation – judgements will be made as to how effective these changes are likely to be.</p> <p>MARK SCHEME FOR Questions 5 and 6 Levels approach is shown below.</p> | | | |
|--|--|--|--|--|

| | | |
|----------------|------|---|
| EV3 | 3 | Makes a sound judgement that is fully supported/justified |
| EV2 | 2 | Makes a sound judgement that is partly supported/justified |
| EV1 | 1 | Makes limited judgement(s) with limited support/justification |
| EV0 | 0 | Makes a judgement(s) without any supporting justification |
| Level 5 | 9-10 | Excellent Analysis and Excellent Application |
| Level 4 | 7-8 | Sound/Good Analysis AND Sound/Good Application |
| Level 3 | 5-6 | Limited/Reasonable Analysis AND Limited/Reasonable Application |
| Level 2 | 3-4 | Limited/Reasonable Analysis OR Limited/Reasonable Application |
| Level 1 | 1-2 | Limited response, mainly knowledge |

One of the key points to note is that learners do not have to get to Level 5 before they can achieve EV marks.

It is quite possible that a learner will be at Level 4 and occasionally at Level 3 but pick up EV1 or even EV2. However, it is unlikely that such learners would progress beyond EV2.

Very occasionally a learner may be at Level 1 (2 marks) but might achieve an EV1 mark.

In the Analysis section at Level 2 a limited response achieves 3 marks and a reasonable response achieves 4 marks.

10/15/16