

Applied Business

Advanced GCE

Unit **F257**: Managing Risk in the Workplace

Mark Scheme for January 2013

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

Annotation	Meaning
	The Response given is 'Unclear' to the marker
	'Benefit of doubt' but credit given
	To indicate the response is in 'Context' of the relevant case study
	Response is incorrect, no credit can be given
	Use for Level of response answers to indicate Level 1
	Use for Level of response answers to indicate Level 2
	Use for Level of response answers to indicate Level 3
	Use for Level of response answers to indicate Level 4
	The response is not incorrect but has 'Not answered question'
	Own figure rule, Use where indicated in the mark scheme
	'Repeat' Response repeats the same marking point
	'Noted but no credit given' or to indicate all or part blank answer pages have been seen by the marker
	Correct point/answer. Credit can be given

Subject-specific Marking Instructions

Testing of QWC

In this external assessment the assessment of QWC will take place in Question 3e which is a levels of response question and carries 14 marks.

Marks are embedded within this question for assessing the quality of written communication. The following criteria are embedded within the levels of response for Question 3e.

Level 4:

Ability to present relevant material in a well planned and logical sequence. Material clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers question. There will be few, if any errors of grammar, punctuation and spelling.

[4 marks representing the appropriate level of written communication are embedded in this level of response].

Level 3:

Ability to present relevant material in a planned and logical sequence. Appropriate business terminology used. Sentences for the most part relevant presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.

[3 marks representing the appropriate level of written communication are embedded in this level of response]

Level 2:

Limited ability to organise relevant material. Some appropriate business terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.

[2 marks representing the appropriate level of written communication are embedded in this level of response]

Level 1:

Ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.

[1 mark representing the appropriate level of written communication is embedded in this level of response]

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
1	(a)	<p>Indicative content: A distinct management function integrated into business practices to minimise exposure to possible negative consequences of a particular course of action.</p> <p>Exemplar responses: eg A management function which is integrated into the business to lower possible negative outcomes (1). It arises as the result of a particular course of action (1).</p> <p>eg A management function to minimise negative consequences (1) of an action (1).</p>	2	<p>AO1 2</p> <p>Up to two marks.</p> <p>Award only for 'management function into the business'.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(b)		<p>Indicative content:</p> <ul style="list-style-type: none"> • moving parts • vibration • electrical safety • materials • noise levels • fire • untidy and dangerous work areas • an employee could suffer broken bones • an employee could suffer from headaches • environmentally related: loss of hearing • equipment and machinery related: death/disablement/blindness/trauma/cuts/abrasion • losing their jobs as replaced by machinery. <p>Exemplar responses:</p> <p>eg An employee could suffer cuts (1) if they get their hand caught in the moving belt (1).</p> <p>eg An employee could suffer hearing loss (1) if they did not wear the appropriate protective clothing/headwear (1).</p>	4	<p>AO1 2 AO2 2</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Do not allow repetition.</p> <p>Award one mark for the identification of a negative consequence, plus a further mark for the explanation of the negative consequence.</p> <p>Specific knowledge of the salad industry and/or a conveyor belt is not required.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(c)		<p>Indicative content:</p> <ul style="list-style-type: none"> • not fulfilling his duty of care • make more mistakes • cause accidents • increased sickness rates • staff shortages • increased wastage at the farm • work might not get done • slow down in production at the farm • fines • legal action • bad reputation • loss of profits. <p>Exemplar responses:</p> <p>eg There may be increased wastage at the farm (1) as Felix may be so tired he makes more mistakes (1).</p> <p>eg <i>BSL</i> may have lower profits (1) as a result of Felix needing time off work to recover from his long hours (1).</p>	2	<p>AO1 1 AO2 1</p> <p>One mark for each correct identification up to a maximum of one identification, plus a further one mark for explanation.</p>

Question		Answer	Marks	Guidance
(d)		<p>Indicative content:</p> <ul style="list-style-type: none"> • employers must ensure that adequate training is provided • employers must ensure that adequate breaks are provided • employers must ensure that adequate health and safety guidelines are provided/have a duty of care to their employees/ provide a safe working environment • visitors must ensure that they are safe/have a duty of care to themselves/ must ensure that they wear any protective clothing or equipment provided for them • visitors should not go into any unauthorised areas • employees must report hazards • employees must report accidents • employees must work with reasonable skill and care • employees must ensure that they are safe • employees must ensure a clean and tidy work area • employees must ensure that other employees are safe • employees/ visitors must ensure that they to health and safety guidelines/ must ensure that they wear any protective clothing provided • employees/employers must ensure that they are trained • employees must ensure ensuring they take breaks. <p>Exemplar responses:</p> <p>Employers</p> <p>eg Felix has a duty of care to his employees (1) this means the provision of appropriate safety clothing such as protective goggles or gloves (1).</p> <p>Visitors</p> <p>eg Visitors have a duty of care to themselves (1) this means not walking into any unauthorised areas such as the warehouse (1).</p> <p>Employees</p> <p>eg Warehouse employees must ensure that other employees are safe (1) this means a clean and tidy work area such as cleaning away any unnecessary produce piled up in the warehouse (1).</p>	6	<p>AO1 3 AO2 3</p> <p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three explanations.</p> <p>Do not allow repetition.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(e)		<p>Indicative content:</p> <ul style="list-style-type: none"> personal protective equipment is supplied and used at work wherever there are risks personal protective equipment is properly assessed before use to ensure it is suitable personal protective equipment is maintained and stored properly personal protective equipment is provided with instructions on how to use it safely personal protective equipment is used/ worn correctly by employees. <p>Exemplar responses:</p> <p>eg Personal protective equipment must be supplied when needed (1).</p> <p>eg Personal protective equipment must be maintained and stored properly (1).</p> <p>eg Employees must know how to use the equipment correctly (1).</p>	3	<p>AO1 3</p> <p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Do not accept answers which state that “training must be given” as this is not a requirement.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(f)		<p>Indicative content:</p> <ul style="list-style-type: none"> • Health and Safety at Work Act • EC Directive on Work with Display Screens • Workplace (Health and Safety and Welfare) Regulations • Health and Safety (Display Screen Equipment) Regulations • Manual Handling Operations Regulations • Provision and Use of Workplace Equipment Regulations • Management of Health and Safety at Work Regulations • Working Time Regulations. <p>Exemplar responses: eg Health and Safety at Work Act (1) eg Working Time Regulations (1)</p>	3	<p>AO1 3</p> <p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Do not allow Personal Protective Equipment (PPE) at Work Regulations – this is given in the question.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
2	(a)	<p>Indicative Content:</p> <ul style="list-style-type: none"> • harm/hurt/injury (1) caused by: • working practice/dangerous material/ substance (1) <p>Exemplar responses:</p> <p>eg A working practice (1) which has potential to cause injury (1).</p> <p>eg A dangerous substance (1) which could cause someone harm (1).</p>	2	<p>AO1 2</p> <p>Up to two marks.</p> <p>Accept examples for the second mark only.</p> <p>No context required.</p>

Question		Answer	Marks	Guidance
(b)		<p>Indicative content:</p> <ul style="list-style-type: none"> • temporary/permanent closure of the business • identification of a number of problems with the business • demand to improve the business • legal implications such as court action • legal implications such as fines • financial implications such as loss of earnings • financial implications such as legal fees • financial implications such as cost of improving the business • poor reputation • bad name in the industry • difficulty in the recruitment or retention of employees. <p>Exemplar responses include:</p> <p>eg Financial implications such as loss of earnings (1). This could be due to the temporary closure of the business (1) as the HSE demands improvement of the untidy work area in the warehouse (1).</p> <p>eg Poor reputation (1) due to the potential of staff to leave the business (1) as they see the negative aspects of the business are highlighted (1).</p>	6	<p>AO1 2 AO2 4</p> <p>One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not allow repetition.</p>

Question		Answer	Marks	Guidance
(c)		<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> could speed up operations in the packaging of produce meaning more profit could save time for workers the workers could utilise their time to concentrate upon other activities such as cleaning up the work area the workers may feel less stress as the machine does some of the work for them the workers may feel more valued in the business and therefore more loyal the business may find it easier to recruit workers in the future if the workers are able to spend time cleaning up their work area, the business may not risk failure during the HSE inspection there may be a safer working environment if it is clean meaning less risk of accidents the business could avoid any fines the business may be able to attract more contracts from customers in the future the initial cost of purchasing and installing the machine may be a lot the staff would need extra training which would cost time and money Felix is already struggling to train his workers a new packaging machine could increase the risk of accidents, especially if Felix struggles to train his workers how to use it properly the HSE could still give a negative report and close the business. <p>Exemplar responses:</p> <p>Investing in a new machine could create more profit for any</p>	14	<p>AO1 2 AO2 3 AO3 4 AO4 5</p> <p>Level 4 (10–14 marks) Candidate evaluates whether or not <i>BSL</i> should invest in a new packaging machine.</p> <p>Level 3 (6–9 marks) Candidate analyses whether <i>BSL</i> should invest in a new packaging machine.</p> <p>Level 2 (3–5 marks) Candidate applies knowledge and understanding to investigate whether <i>BSL</i> should invest in a new packaging machine.</p> <p>Level 1 (1–2 marks) Candidate identifies the issues relating to investment in a machine with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2/L4 is awarded with the icon 'CONT'.</p> <p>Non-contextual answer max level 1.</p> <p>Must be benefits/drawbacks to business.</p> <p>L4 (10-14 marks)</p> <p>(10 marks) candidate gives a weak judgement as to whether or not <i>BSL</i> should invest in a new packaging machine.</p>

Question	Answer	Marks	Guidance
	<p>business as it could increase output (L1). For <i>BSL</i>, this is important because the current employees in the warehouse (CONT) are struggling to manually package the produce (L2). If the machine was installed (CONT), this could speed up output and could relieve the pressure placed upon the workers (L2). This could then allow them to concentrate upon tidying up their work areas, which is important to the business as it could mean they avoid a potential negative report and possible closure from the HSE (L3). Furthermore, this could save the business any unnecessary expenditure to rectify the problem or any fines they may have to pay (L3). However, the machine would not solve the problem of a shortage in labour and so Georgia could still face problems in the warehouse (L3). In addition, we know that it would cost £50,000 (CONT) which could be difficult for <i>BSL</i> to raise. Therefore it may put the business at a short term loss, which begs the question of whether it is worthwhile an investment (L4).</p> <p>Investment in new machines can be very expensive for any business and may not actually improve profits (L1). The question surrounding <i>BSL</i> firstly, is can the business afford to invest in it? In addition to the initial ordering and installation costs of the machine, the staff will need to be trained to operate it. Furthermore, the time taken to actually install (CONT) the machine could be lengthy (L2) and may mean that packaging in the warehouse (CONT) is disrupted, which could all cost the business a lot of money and hence lower the profits initially (L3). However, the machine once installed and operated effectively, could significantly increase output of the packaged products and hence increase profitability (L3). Moreover, if the business is perceived to be efficient at meeting orders by producing more, then this may mean that its reputation increases which could lead to more orders, which again could increase profits in the longer term (L3). Indeed, if it also frees up time of the workers, they could spend that time on other duties such as cleaning work areas, which may mean they are safer which could mean avoidance of potential closures and fines (L3). Yet the</p>		<p>(11-12 marks) candidate gives a detailed judgement as to whether or not <i>BSL</i> should invest in a new packaging machine.</p> <p>(13-14 marks) candidate gives a detailed and specific argument as to whether or not <i>BSL</i> should invest in a new packaging machine.</p> <p>L3 (6-9 marks)</p> <p>(6-7 marks) candidate analyses the benefit(s) or drawback(s) to <i>BSL</i> of investing in a new packaging machine.</p> <p>(8-9 marks) candidate analyses the benefit(s) and drawback(s) to <i>BSL</i> of investing in a new packaging machine.</p> <p>L2 (3-5 marks) Look for something more than <i>BSL/Felix/Zoë/Georgia</i>.</p> <p>(3 marks) candidate applies understanding of one benefit/drawback to <i>BSL</i> of investing in a new packaging machine.</p> <p>(4-5 marks) candidate applies understanding of more than one benefit/drawback of <i>BSL</i> investing in a new packaging machine.</p> <p>L1 (1-2 marks)</p> <p>(1 mark) candidate identifies one benefit/drawback of investment in machines with no use of context.</p>

Question		Answer	Marks	Guidance
		<p>problem remains of a difficulty in recruitment. This could mean that Georgia may still struggle and the increase in capacity is wasted as there is not the staff to pick the crops to fill it (L3). The extent to which the machine could actually increase profits though is debatable. In the short term it may only marginally increase profits as there are too many installation (CONT) and training costs to incur (L4) yet in the longer term it could significantly increase the profits of <i>BSL</i>, as it could increase efficiency not only of output, but also of the existing staff to clean work areas (CONT) and help avoid accidents and fines (L4). However, it is dependent upon how well the staff work on the machine and also the actual amount of produce (CONT) Felix produces (because if this stays the same then the machine would not increase output and therefore profitability would remain static or even fall so it is not a worthwhile investment) (L4).</p>		(2 marks) candidate identifies more than one benefit/drawback of investment in machines with no use of context.
3	(a)	<p>Indicative content: Training which is given to new employees. The purpose of which is to help them to settle down quickly into the job by becoming familiar with the people, the surroundings, the job and the business.</p> <p>Exemplar responses:</p> <p>eg Training given to new employees (1) to help them to settle quickly into the business (1).</p> <p>eg Training which may be given to new employees (1) to help them settle in the business by understanding more about it (1).</p>	2	<p>AO1 2</p> <p>Up to two marks.</p> <p>Award for 'training given to employees on arrival at the business/BSL'</p> <p>Do not award examples.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(b)		<p>Indicative content:</p> <ul style="list-style-type: none"> • on-the-job • off-the-job • showing him around the farm • being teamed up with Georgia • watching a video/DVD about the farm • how to package the produce • shadowing • observations • mentoring. <p>Exemplar responses:</p> <p>eg On-the-job training (1) this could be something such as being teamed up with Georgia as a mentor (1) where she would show Kwame how to package the produce in the warehouse (1).</p> <p>eg Off-the-job training (1) where Felix could provide Kwame with a health and safety video about the farm (1) which could highlight dangers such as farm equipment/ how to wear protective clothing whilst working in the warehouse (1).</p>	6	<p>AO1 2 AO2 4</p> <p>One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not allow repetition.</p> <p>Do not award for consequences.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(c)		<p>Indicative content:</p> <ul style="list-style-type: none"> • consequences of poor work posture • general working conditions (poor 'housekeeping', untidy and dangerous work areas, lack of consideration for other workers'/visitors' safety) • lifting and moving heavy loads • activities involving vehicles and motorised aids to move goods and materials • relevant health and safety laws • how to wear protective clothing and equipment. <p>Exemplar responses:</p> <p>eg Lifting and moving heavy loads (1). This is of importance when lifting heavy boxes of salad produce (1).</p> <p>eg Activities involving vehicles and motorised aids to move goods and materials (1) such as being careful around the farm with the movement of the tractor (1).</p>	4	<p>AO1 2 AO2 2</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Watch out for repetition.</p> <p>Do not award for consequences.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(d)	(i)	<p>Indicative content:</p> <ul style="list-style-type: none"> employees get to understand the layout of the business and its practices employees are shown important health and safety practices employees are trained to understand the principles of main health and safety legislation employees can carry out work quicker employees would be more motivated employees are less likely to have accidents as they know what they are doing employees are less likely to make mistakes. <p>Exemplar responses:</p> <p>eg Employees get to understand the layout of the business (1) which means that they could avoid dangerous farm equipment and machinery like the tractor (1).</p> <p>eg Employees are trained to understand the principles of the main health and safety legislation (1) such as wearing protective clothing like gloves to package the salad produce (1).</p>	4	<p>AO1 2 AO2 2</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Do not award for 'minimise risk for the business'.</p> <p>Do not award for consequences.</p> <p>Watch out for repetition.</p>
	(ii)	<p>Indicative content:</p> <ul style="list-style-type: none"> takes time to train the new employees can be expensive to train the new employees not all new laws may be covered effectively accidents may still happen could lower profits. <p>Exemplar responses:</p> <p>eg Could lower profits (1) as it may take time to show new employees the business practices such as where all the equipment is in the warehouse to pack the produce (1).</p> <p>eg Accidents may still happen (1) this is because if induction training is done by Georgia, not all the relevant issues may have been covered (1).</p>	4	<p>AO1 2 AO2 2</p> <p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Do not award for consequences.</p>

Question	Answer	Marks	Guidance
(e)*	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Kwame applied for a job which he had no prior experience in • Zoë persuaded Felix to employ Kwame • Felix allowed Georgia to train Kwame despite knowing the risks Kwame would be exposed to in the warehouse • Georgia did not train Kwame satisfactorily • Kwame decided to take a risky short cut, when he should have done what he was instructed • Kwame took off his protective clothing, which could have stopped the injury he sustained • Kwame slipped on some waste produce left on the floor • Kwame could have left the waste produce on the floor • there were significant pressures in the warehouse which meant that the workers were too busy and could not clean their working environment properly. <p>Exemplar responses:</p> <p>eg Sometimes employees compromise their claims against businesses by not acting in a correct manner whilst carrying out their duties (such as not wearing the correct clothing) (L1). For Kwame, not being trained properly (CONT) by Georgia led to his accident as he didn't know the implications of his actions (L2). Furthermore, he also slipped on some waste (CONT), which caused his hand to fall into the machine (L2). However, he did take his protective clothing off and this could have minimised the injury he sustained (L3). Overall he could ultimately claim against BSL as he was not given the correct training (CONT), but he may not get the full compensation he may be searching for because he chose to take off his protective clothing which was correctly provided for him and that ultimately led to his injuries (L4).</p> <p>eg Businesses are not always to blame when employees get injured because, despite providing the correct training, equipment and safe working environment, employees can still take risks such</p>	14	<p>AO1 2 AO2 3 AO3 4 AO4 5</p> <p>QWC is assessed in this question.</p> <p>Level 4 (10-14 marks) Candidate evaluates the extent to which the actions of Kwame may compromise his potential claim against BSL.</p> <p>Level 3 (6-9 marks). Candidate analyses how the actions of Kwame may compromise his potential claim against BSL.</p> <p>Level 2 (3-5 marks) Candidate applies knowledge and understanding to investigate how the actions of Kwame may compromise his potential claim against BSL.</p> <p>Level 1 (1-2 marks) Candidate identifies how the actions of employees may compromise a claim with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2/L4 is awarded with the icon 'CONT'.</p> <p>Non-contextual answer max level 1.</p> <p>L4 (10-14 marks) (10 marks) candidate gives a weak judgement as to the extent to which the actions of Kwame may compromise his potential claim against BSL. (11-12 marks) candidate gives a detailed judgement as to the extent to which the actions of Kwame may compromise his potential claim against BSL.</p>

F257

Mark Scheme

January 2013

Question	Answer	Marks	Guidance
	<p>as ignoring the use of safety guards on machines (L1). Kwame chose to take off some protective equipment (CONT) which was correctly provided for him and had he worn it, he would not have sustained his injuries (L2). However it could be argued that the lack of "sufficient" training he received from Georgia coupled with the unclean working environment caused all of this (L3). Had he known what he wasn't supposed to do, he would not have taken the risky steps in the first place (L3). Furthermore, if the place wasn't messy, he would not have slipped, thus causing him to get his hand caught in the machine (L3). Kwame does have a case against <i>BSL</i> because he should have received adequate training, yet he may not receive the full amount as he chose to take off his equipment, something which Georgia may have covered, which directly contributed to his accident (CONT) (L4). Then again, it could be argued ultimately it is the fault of the business and therefore they should fully pay Kwame any compensation, as even if he wore protective clothing (CONT), he still slipped into the machine as a result of the unclean working environment, which goes against health and safety guidelines and he could have still sustained some form of injury (L4).</p>		<p>(13-14 marks) candidate gives a detailed and specific argument as to the extent to which the actions of Kwame may compromise his potential claim against <i>BSL</i>.</p> <p>L3 (6-9 marks)</p> <p>(6-7 marks) candidate gives one analytical point as to whether the actions of Kwame may compromise his potential claim against <i>BSL</i>.</p> <p>(8-9 marks) candidate gives more than one analytical point as to whether the actions of Kwame may compromise his potential claim against <i>BSL</i>.</p> <p>L2 (3-5 marks) Look for something more than <i>BSL/Felix/Zoë/Georgia</i>.</p> <p>(3 marks) candidate applies knowledge and understanding to suggest one reason as to how the actions of Kwame may compromise his potential claim against <i>BSL</i>.</p> <p>(4-5 marks) candidate applies knowledge and understanding to suggest more than one reason as to how the actions of Kwame may compromise his potential claim against <i>BSL</i>.</p> <p>L1 (1-2 marks)</p> <p>(1 mark) candidate identifies one issue surrounding a claim against a business with no use of context.</p> <p>(2 marks) candidate identifies more than one issue surrounding a claim against a business with no use of context.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
4	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • limit working time to hours in contract • no extra hours outside contracted hours • do not accept overtime. <p>Exemplar responses include: eg Employees will not work any extra hours (1) outside of their contract (1).</p> <p>eg Employees do not accept any overtime (1) outside of their normal working requirements (1).</p>	2	<p>AO1 2</p> <p>Up to two marks.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • strikes/ picketing • work-to-rule • go-slows • sit-ins/work-ins. <p>Exemplar responses: eg Strike (1).</p>	2	<p>AO1 2</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Do not award for industrial action or overtime ban.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
(c)		<p>Indicative content:</p> <ul style="list-style-type: none"> • staffing levels may decline • quality of the service may be reduced • productivity may be reduced • flexibility may be reduced • may save on the cost of overtime • may increase efficiency • work areas may become more untidy • may be an increase in accidents • may not be as prepared for the HSE visit. <p>Exemplar responses:</p> <p>eg Productivity may decline (1) this is because staff are refusing to work extra hours (1) which would cause a backlog in orders (1).</p> <p>eg Staffing levels may decline (1) this is because the staff may be under pressure to meet deadlines in their contracted hours (1) which could cause them to leave due to increased stress (1).</p>	6	<p>AO1 2 AO2 4</p> <p>One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</p> <p>Do not reward for 'productivity will be affected' as this is too vague.</p>

Question		Answer	Marks	Guidance
(d)		<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> offering a new product to the market more customers, therefore increased revenue may keep business going throughout the year when production and demand of some crops is minimal increased financial pressure for the business problems of running a business with more produce risk of insolvency motivation of staff coordination of staff training of staff means more costs lack of knowledge of the market. <p>Exemplar responses: eg Extending a product range is likely to carry a degree of risk and hence affect profitability due to a lack of knowledge in that market and increased costs of implementation (L1). In this case, the Ballad family are considering extending the product range to include Mediterranean salad produce, which may mean constructing a new greenhouse to have year round produce (CONT). This is still part of the salad market (CONT) therefore knowledge may be enough to make it a profitable venture for the company (L2). However, this would mean more outlays, something which the family have to consider whether they can afford, as they have already bought the packaging machine and there are possibilities that compensation for Kwame may have to be paid (L3). However, if they are able to continue to produce all year, then when some crops are not yielding revenue, others will, therefore profits may be higher (L3). Overall the extent to which profits may rise, is dependent upon the success of the yields (CONT) and how much the extension will cost (L4). If the greenhouse (CONT) is relatively inexpensive and the new crops yield large revenues, then the profits could be considerable in the long term (L4).</p>	14	<p>AO1 2 AO2 3 AO3 4 AO4 5</p> <p>Level 4 (10-14 marks) Candidate evaluates the extent to which extending the product range to include Mediterranean salad produce could contribute to <i>BSL</i>'s future success.</p> <p>Level 3 (6-9 marks) Candidate analyses how extending the product range to include Mediterranean salad produce could contribute to <i>BSL</i>'s future success.</p> <p>Level 2 (3-5marks) Candidate applies knowledge and understanding how extending the product range to include Mediterranean salad could contribute to <i>BSL</i>'s future success.</p> <p>Level 1 (1-2 marks) Candidate identifies how extending a product range could contribute to a business' future success with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you to allocate the marks within that level.</p> <p>Context should be annotated every time L2/L4 is awarded with the icon 'CONT'.</p> <p>Non-contextual answer max level 1.</p> <p>L4 (10-14 marks) (10 marks) candidate gives a weak judgement as to the extent to which extending the product range to include Mediterranean salad produce may contribute to <i>BSL</i>'s future success.</p>

Question	Answer	Marks	Guidance
	<p>eg Extending a product range can be extremely expensive (L1). With the Ballad family considering an extension to include Mediterranean salad produce in their product portfolio, there could be considerable costs (CONT) (like construction of a greenhouse to keep the plants warm), something which they may not be able to afford (L2). Furthermore there may be a limited knowledge of exactly how to grow new types of produce, therefore extra training may be needed which could add to the financial burden (L3). However, if the produce spans the year, then the revenues would be more frequent, leading to higher profitability (L3). Moreover, it could expand the customer base again leading to higher future profits (L3). Then again, profitability is dependent on whether there is an increase in demand and also the willingness of existing staff to change, which given the current problems, may not happen (L3). Overall, the profits in the long term have the potential of being really high however, this is entirely dependent upon a number of factors happening. In the short term, the profitability of <i>BSL</i> may indeed decline quite significantly, as there may be a large number of financial outlays, such as buying and constructing a greenhouse (CONT) and disruption to current operations (L4). Yet if staff are willing to change and the business is able to produce an extended range such as things like tomatoes (CONT) and attract new custom, then the profits could significantly rise in the longer term (L4).</p>		<p>(11-12 marks) candidate gives a detailed judgement as to the extent to which extending the product range to include Mediterranean salad produce may contribute to <i>BSL</i>'s future success.</p> <p>(13-14 marks) candidate gives a detailed and specific argument as to the extent to which extending the product range to include Mediterranean salad produce may contribute to <i>BSL</i>'s future success.</p> <p>L3 (6-9 marks) (7-6 marks) candidate gives one analytical point as to how extending the product range to include Mediterranean salad produce may contribute to <i>BSL</i>'s future success.</p> <p>(8-9 marks) candidate gives more than one analytical point as to how extending the product range to include Mediterranean salad produce may improve the profitability of <i>BSL</i>.</p> <p>L2 (3-5 marks) Look for something more than <i>BSL/Felix/Zoë/Georgia</i>. (3 marks) candidate applies knowledge and understanding to suggest one reason as to how extending the product range to include Mediterranean salad produce may improve the profitability of <i>BSL</i>.</p> <p>(4-5 marks) candidate applies knowledge and understanding to suggest more than one reason as to how extending the product range to include Mediterranean salad produce may improve the profitability of <i>BSL</i>.</p>

F257

Mark Scheme

January 2013

Question		Answer	Marks	Guidance
				<p>L1 (1-2 marks) (1 mark) candidate identifies one issue surrounding extending product range with no use of context.</p> <p>(2 marks) candidate identifies more than one issue surrounding extending product range with no use of context.</p>

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