



GCE

Applied Business

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

Advanced GCE

Mark Scheme for June 2017

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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

	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 the 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 3d 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 3d.

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]

Question			Answer	Mark	Guidance
1	(a)	(i)	<p>Indicative content:</p> <ul style="list-style-type: none"> • advises on the appropriate machinery/equipment • advises on what personal protective equipment to provide • advises on required emergency procedures • advises on training requirements • outlines health and safety legislation which must be followed • explains an employer's duty of care • can help identify suitable premises • explains how to conduct a risk assessment • assesses the levels of risk • offers specialist knowledge • can suggest organisations to contact for further information • help meet legal requirements • less likely to be sued for negligence • improved reputation • human resource benefits • positive impact on output. <p>Exemplar response:</p> <p>The health and safety advisor can show Jut how to conduct a risk assessment (1) so that he does not overlook any of the five stages (1).</p>	4	<p>AO1: 2 AO2: 2</p> <p>In each case award: Two marks for a contextual explanation (annotate CONT) or One mark for a non-contextual explanation.</p> <p>Do not award vague answers e.g. 'advice' or 'health and safety advice'. Further detail or type of advice is required.</p>

Question			Answer	Mark	Guidance
1	(a)	(ii)	<p>Indicative content:</p> <ul style="list-style-type: none"> • costs money • takes time • does not guarantee that accidents will not happen • cannot foresee the behaviour of employees, contractors or customers • Just could be deemed negligent if he ignores expert advice. <p>Exemplar response:</p> <p>A health and safety advisor charges for their time (1). This will increase the business' start-up costs (1).</p>	2	<p>AO1: 1 AO2: 1</p> <p>One mark for a correct identification, plus a further one mark for an explanation.</p> <p>Context must be, at least, implicit.</p>

Question			Answer	Mark	Guidance
1	(b)		<p>Indicative content:</p> <p>working environment – heating, lighting, space, seating</p> <p>safety – corridors, windows, doors, floors</p> <p>facilities – toilets, washing, eating, rest areas</p> <p>housekeeping – maintenance, cleaning, waste disposal.</p> <p>Exemplar response:</p> <p>The premises must be equipped with toilets and washing facilities for the employees (1) so that adequate hygiene and sanitation standards can be met (1).</p>	2	<p>AO1: 1 AO2: 1</p> <p>One mark for a correct identification, plus a further one mark for an explanation.</p> <p>No context required.</p>

Question			Answer	Mark	Guidance
1	(c)	(i)	<p>Indicative content:</p> <p>optimum workplace design for employee welfare</p> <p>improved relationship between workers and machines</p> <p>human engineering.</p>	1	<p>AO1: 1</p> <p>For one mark.</p>

Question			Answer	Mark	Guidance
1	(c)	(ii)	Indicative content: foot rests wrist rests arm rests back/lumbar supports height adjustable desk large screens anti-glare screens adjustable chair adjustable monitor tiltable keyboard.	2	AO1: 2 One mark for each correct identification up to a maximum of two identifications. Must be office-based. Do not award eye goggles or protective gloves.

Question			Answer	Mark	Guidance
1	(c)	(iii)	Indicative content: repetitive strain injury (RSI) pain/discomfort backache aching neck/shoulders headaches upper limb disorder (ULD) sore limbs swollen ankles eye damage/deteriorating vision.	2	AO1: 2 One mark for each correct identification, up to a maximum of two identifications. No context required. Must be physical (rather than psychological) conditions.

Question			Answer	Mark	Guidance
1	(d)	(i)	Indicative content: to ensure workforce competence to give workers the skills to perform their job role to enable employees to work effectively.	1	AO1: 1 For one mark.

Question			Answer	Mark	Guidance
1	(d)	(ii)	Indicative content: tour of the premises demonstration coaching instruction books/software manuals/other written information audio visual presentation group discussion/talk visiting speaker watch a video/DVD online training guidebooks tours attend a course role play/simulation practice designing/making ice sculpture test run the production process hands-on training on-site off-site.	3	AO1: 3 One mark for each correct identification, up to a maximum of three identifications. Method must be suitable for a new business i.e. do not award 'shadowing', 'mentoring' or 'observation'. Do not award 'on-the-job' or 'off-the-job' training as the question asks about induction training.

Question			Answer	Mark	Guidance
1	(d)	(iii)	Indicative content: increased output improved efficiency/productivity improved quality improved customer service fewer errors/less waste increased workforce motivation lower absenteeism lower labour turnover improved industrial relations independent workers	6	AO1: 3 AO2: 3 One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three explanations. No context required. Do not award financial benefits unless reasoning is clear.

Question		Answer	Mark	Guidance
		<p>less supervision required positive asset to the business minimise likelihood of accidents minimise likelihood of legal action improved reputations.</p> <p>Exemplar response:</p> <p>A well trained workforce is likely to lead to fewer errors being made during production (1) minimising wastage (1).</p>		

Question		Answer	Mark	Guidance
2	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Jut Neilson (employer): <ul style="list-style-type: none"> ○ must ensure that adequate training is provided ○ must ensure that adequate breaks are provided ○ must ensure that adequate health and safety guidelines are provided ○ have a duty of care to their employees ○ must provide necessary protective clothing ○ must provide necessary equipment ○ must provide a safe working environment ○ do a risk assessment • workshop-based employees: <ul style="list-style-type: none"> ○ must report hazards ○ must report accidents ○ must work with reasonable skill and care ○ must ensure that they are safe ○ maintain own welfare ○ must ensure that other employees are safe ○ must ensure a clean and tidy work area ○ must adhere to health and safety guidelines ○ must ensure that they wear any protective clothing provided 	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>Context must be, at least, implicit.</p> <p>Accept specific examples as identification.</p> <p>NB: question requires explanation not description. Explanation must be for 'why?'.</p> <p>Do not award 'to minimise risk' as this is in the question. However, award 'to minimise risk of harm'.</p>

Question		Answer	Mark	Guidance
		<ul style="list-style-type: none"> ○ must ensure that they are trained ○ must ensure they take breaks ● contract drivers (contractors): <ul style="list-style-type: none"> ○ behave appropriately ○ minimise risk ○ work/drive competently ○ act responsibly ○ must take appropriate breaks ○ assess potential hazards ○ must ensure they are trained ○ act in accordance with training ○ must work within health and safety guidelines ○ avoid restricted areas ○ must secure the vehicle and contents <p>Exemplar responses:</p> <p>As owner Jut Neilson must provide all necessary safety equipment (1), to reduce the likelihood of an employee being injured while at work (1).</p> <p>Workshop-based employees must ensure that they wear the personal protective equipment provided (1) in order to minimise the risk of serious harm to themselves and their fellow workers (1).</p> <p>The contract drivers must ensure that they take breaks when appropriate (1). This will ensure they are not driving when over-tired (1).</p>		

Question		Answer	Mark	Guidance
2	(b)	Indicative content: assess risks to health and safety appoint competent workers	3	AO1: 3 One mark for each correct identification, up to a maximum of

Question		Answer	Mark	Guidance
		plan and implement health and safety measures monitor and review health and safety measures provide health surveillance set up emergency procedures provide information and training.		three identifications. No context required.

Question		Answer	Mark	Guidance
2	(c)	<p>Indicative content:</p> <p>Carrying a heavy block of ice</p> <ul style="list-style-type: none"> ○ potential harm: e.g. backache/injury, upper limb disorder (ULD), repetitive strain injury (RSI), broken bones, hip/leg injury, pain/discomfort, hernia, slipped disc, disablement ○ likelihood of risk: high ○ severity of risk: mild to moderate injury ○ suggestion to minimise risk: manual handling training, two-person lifting protocol, hoist <p>Being locked in the freezer overnight</p> <ul style="list-style-type: none"> ○ potential harm: e.g. death, trauma, pain/discomfort, breathing difficulties, hypothermia ○ likelihood of risk: low ○ severity of risk: life threatening injury ○ suggestion to minimise risk: freezer alarm, surveillance camera, lock-up exit procedure. 	8	<p>AO2: 8</p> <p>One mark for each entry to a maximum of eight.</p>

Question		Answer	Mark	Guidance
2	(d)	<p>Use level of response criteria.</p> <p>Indicative content:</p> <p>duty of care</p> <p>Jut consulted a health and safety advisor</p> <p>Jut did a risk assessment</p> <p>workforce were trained</p> <p>quality of training Jut gave to workforce?</p> <p>protective gloves were provided</p> <p>workshops are always dangerous places</p> <p>was accident preventable?</p> <p>size of workshop – sufficient space?</p> <p>genuine accident or driver's fault?</p> <p>Finn arrived late – held up in traffic</p> <p>Finn should not have picked up the ice sculpture</p> <p>ice sculptures require two-person handling</p> <p>severity of injuries – regained use of hand</p> <p>loss of labour – six weeks</p> <p>employers' liability insurance</p> <p>bad publicity</p> <p>negative impact on reputation</p> <p>fines and compensation</p> <p>legal fees</p> <p>additional time - Jut workload already high</p> <p>business is Jut's livelihood</p> <p>could lose £15,000 savings if business does not survive</p> <p>possibility of an HSE inspection.</p> <p>Exemplar response:</p> <p>Eg An employer has a duty of care to its employees (L1). Despite Jut having conducted a risk assessment and trained the workforce (CONT), in January 2016 <i>Neilson Ice Structures</i> failed to ensure the safety of one of its</p>	14	<p>AO1: 2 AO2: 3 AO3: 4 AO4: 5</p> <p>Levels of response</p> <p>Level 4 (10 - 14 marks) Candidate evaluates the extent to which Jut should be concerned about Anita's proposed court action.</p> <p>Level 3 (6 - 9 marks) Candidate analyses <i>Neilson Ice Structures</i> duty of care position with regards to Anita's injury.</p> <p>Level 2 (3 – 5 marks) Candidate applies knowledge and understanding of issues concerning duty of care to Anita's injury.</p> <p>Level 1 (1 – 2 marks) Candidate identifies issues concerning duty of care with no context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you allocate marks within that level.</p> <p>Context should be annotated every time L2 and L4 are awarded with the 'CONT' annotation.</p> <p>L2: Must contain more context than just name-dropping e.g. chainsaw, gloves, deep cut, ice, heavy sculpture, delayed in traffic.</p> <p>Non-contextual answer max Level 1.</p> <p>Level annotation required.</p>

Question		Answer	Mark	Guidance
		<p>employees (L2). <i>Neilson Ice Structures</i> is therefore liable for deep cut and distress caused to Anita and will be required to pay compensation (L3). Jut should not be overly concerned about the proposed court action because he appears to have done all that was reasonably practical to avoid such an accident occurring and will be covered by employers' liability insurance. Nevertheless, the negative publicity which might accompany the court case is not the best marketing for a new (CONT) business. Jut will have to put even more time and effort into marketing the business in future in order to gain a foothold in the market (L4).</p>		

Question		Answer	Mark	Guidance
3	(a)	<p>Indicative content: go-slow – enter work premises but do their duties at a much slower rate than normal sit-in – enter work premises but do not do any work.</p> <p>Exemplar response:</p> <p>A go-slow involves turning up for work but working at a much slower pace than normal (1). A sit-in on the other hand involves turning up for work but doing no work at all (1).</p>	2	<p>AO1: 2</p> <p>One mark for go-slow. One mark for sit-in.</p>

Question		Answer	Mark	Guidance
3	(b)	<p>Indicative content: fall in productivity unfulfilled orders reduced quality of ice sculptures reduced customer satisfaction delays/late delivery increased number of complaints</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>Context must be, at least, implicit.</p>

Question		Answer	Mark	Guidance
		<p>bad publicity tarnished reputation difficulty recruiting staff fall in motivation levels strained relationships with owner fewer orders lower revenue cash flow issues.</p> <p>Exemplar response:</p> <p>The business' reputation is likely to suffer (1) because it will be unable to fulfil all of its orders (1).</p>		

Question		Answer	Mark	Guidance
3	(c)	<p>Indicative content: demand/busy period/number of orders importance of reputation to the business significance of late/unfulfilled orders to the business strength/truth of claim/evidence/motive skill level of workers/ease of replacement contingency plans level of employee support trade union involvement duration of industrial action employer's reaction/attitude customer reaction.</p> <p>Exemplar response:</p> <p>The success of any industrial action is likely to depend on the duration of the action (1) the longer it goes on the more likely it is to succeed because the business is in jeopardy if</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>Context must be, at least, implicit.</p>

Question		Answer	Mark	Guidance
		the ice sculptures are not delivered on time for customers' special events (1).		

Question		Answer	Mark	Guidance
3	(d)*	<p>Use level of response criteria.</p> <p>Indicative content:</p> <p>cause of industrial unrest –Jut not listening/unskilled/ inexperienced/poor human resource manager</p> <p>Jut to be on the premises more</p> <p>Jut acknowledges the employee's extra effort during Anita's absence.</p> <p>listen to employee concerns</p> <p>talk to staff more</p> <p>thank staff for their loyalty</p> <p>recognise their commitment</p> <p>show an interest in employee welfare</p> <p>organise team building events</p> <p>organise social events</p> <p>improve staff motivation</p> <p>pay staff for overtime/staying late</p> <p>pay staff for weekends</p> <p>pay a bonus</p> <p>pay higher wages</p> <p>offer fringe benefits e.g. discount on ice sculpture</p> <p>improve workplace conditions</p> <p>provide more personal protective equipment</p> <p>appoint a manager</p> <p>appoint workshop/office supervisors</p> <p>reduce Jut's workload e.g. by appointing an administrative/marketing/financial/sales assistant</p> <p>improve Jut's human resource management skills e.g.</p>	14	<p>AO1: 2 AO2: 3 AO3: 4 AO4: 5</p> <p>QWC is assessed in this question.</p> <p>Levels of response</p> <p>Level 4 (10 - 14 marks) Candidate evaluates ways to reduce the risk of industrial action at <i>Neilson Ice Structures</i>.</p> <p>Level 3 (6 - 9 marks) Candidate analyses ways to reduce the risk of industrial action at <i>Neilson Ice Structures</i>.</p> <p>Level 2 (3 – 5 marks) Candidate applies knowledge and understanding of ways to reduce the risk of industrial action at <i>Neilson Ice Structures</i>.</p> <p>Level 1 (1 – 2 marks) Candidate identifies ways to reduce the risk of industrial action at a business with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you allocate marks within that level.</p> <p>Context should be annotated every time L2 and L4 are awarded with the 'CONT' annotation.</p> <p>L2: Must contain more context than just name-dropping e.g.</p>

Question	Answer	Mark	Guidance
	<p>business mentor, training course change leadership style.</p> <p>Exemplar response:</p> <p>One way Jut could reduce the risk of industrial action is by recognising the commitment of his employees (L1). By simply going into the workshop and thanking them for staying late when necessary (CONT) to ensure that the production schedule did not fall behind during Anita's absence (L2) would go a long way to making the employees feel their contribution was recognised and valued, so improving their motivation levels (L3).</p> <p>Another way Jut could reduce the risk of industrial action is by being on the premises more (L1). To do this he might need to offload some of the other duties that he finds so time consuming such as sales and finance (CONT) (L2). Being in the building more would allow Jut to see at first hand the dedication and extra hours that the workers put in, allowing him to acknowledge their efforts in a more timely manner in future (L3).</p> <p>Given that offloading sales or financial tasks is likely to require the appointment of, at the very least, a part-time assistant this option may prove too expensive for a new business start-up (CONT). Instead simply remembering to thank his staff is likely to reduce the threat of industrial action. The employees have voluntarily chosen to work extra hours to support the young business and a simple thank you should go a long way to improving goodwill (L4).</p>		<p>six week absence, ice, charity event, stayed late, worked weekend, bonus, complex orders, time critical, special events.</p> <p>Non-contextual answer max Level 1.</p> <p>L2 - Award 'bonus' as context. Do not award 'pay rise' as context.</p> <p>L3 - Do not award benefits of avoiding industrial action. However, award specific benefits of chosen methods of avoiding industrial action. Also award specific drawbacks of chosen methods of avoiding industrial action.</p> <p>L4 – candidates must select one method and justify their choice.</p> <p>Level annotation required.</p>

Question		Answer	Mark	Guidance
4	(a)	Indicative content: irritability anger management issues anxiety depression social and relationship problems mental illness suicidal thoughts.	2	AO1: 2 One mark for each correct identification, up to a maximum of two identifications. No context required. Must be psychological (rather than physical) conditions.

Question		Answer	Mark	Guidance
4	(b) (i)	Indicative content: ensuring the viability/longevity of the business affects the whole business pro-active management required workplace risk does not just involve health and safety may require a business to change direction requires consideration of internal and external factors. Exemplar response: Effective risk management increases the likelihood of a business having a successful future (1) , this requires careful planning of all facets of the business (1) .	2	AO1: 1 AO2: 1 One mark for a correct identification, plus a further one mark for an explanation. NB: Question asks why effective risk management needs to include strategic planning and NOT why strategic planning needs effective risk management.

Question		Answer	Mark	Guidance
4	(b) (ii)	Use levels of response criteria. Indicative content: lose sole ownership profit (if made) would need to be shared	14	AO1: 2 AO2: 3 AO3: 4 AO4: 5 Levels of response

Question		Answer	Mark	Guidance
		<p>loss of control take business in different direction ethical/charity giving v profit maximisation risk of arguments/disagreements Jut does not know Tanya very well they may not get on Tanya may dismiss Jut's objectives may cause more stress/negative effects on Jut's health unlikely Tanya knows much about ice sculpting Tanya may not be as committed to the business Tanya may leave the business if it is not profitable enough for her.</p> <p>Exemplar response:</p> <p>A partnership has to share its profits between partners (L1). <i>Neilson Ice Structures</i> has not yet made a profit (CONT) but when it does Jut would need to share any profit made with Tanya (L2). Jut appears to need the profit to pay his mortgage and support his young family. The business may not make enough profit to support two owners, thus rendering joint ownership non-viable (L3).</p> <p>In addition, Tanya may have totally different objectives for the business than Jut (L1). Whereas Jut wishes to give a significant proportion of the business' profits to charity, Tanya seems more likely to want to keep all of the profits (L2). This would lead to Jut losing sole control of how the profits of the business are distributed and being unable to support his heart health charity in the way that he wants (L3).</p> <p>Overall, while the benefits of reduced workload and more expertise would be welcome, the fact that Jut does not really know Tanya (CONT) and that she aggressively</p>		<p>Level 4 (10 - 14 marks) Candidate evaluates potential risks to <i>Neilson Ice Structures</i> if Tanya were to become a business partner.</p> <p>Level 3 (6 - 9 marks) Candidate analyses potential risks to <i>Neilson Ice Structures</i> if Tanya were to become a business partner.</p> <p>Level 2 (3 – 5 marks) Candidate applies knowledge and understanding of potential risks to <i>Neilson Ice Structures</i> if Tanya were to become a business partner.</p> <p>Level 1 (1 – 2 marks) Candidate identifies potential risk of changing business ownership with no use of context.</p> <p>Please indicate each time a candidate achieves a particular level as this will help you allocate marks within that level.</p> <p>Context should be annotated every time L2 and L4 are awarded with the 'CONT' annotation.</p> <p>L2: Must contain more context than just name-dropping e.g. lorry driver, ice sculptor, ill health, crippling cash flow, £15,000, large bank loan, charity, 25%, mortgage.</p> <p>Non-contextual answer max Level 1.</p> <p>Do not award advantages of Tanya becoming a partner.</p> <p>L4 – candidates must choose one drawback and justify their selection.</p> <p>Level annotation required.</p>

Question		Answer	Mark	Guidance
		seeks profits beyond all else would suggest that Tanya is not the right partner for him. Becoming a partnership is not a bad idea, but Jut needs to find a partner who is more in-tune with his passion and desire to give something back to society (L4) .		

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