



# **ADVANCED GCE**

# **LEISURE STUDIES**

## Unit 5: Human Resources in the Leisure Industry

G184

Candidates answer on the question paper

## **OCR Supplied Materials:**

- #### • Clean copy Case Study

**Other Materials Required:**

None

# **Monday 15 June 2009**

## **Afternoon**

**Duration:** 1 hour 30 minutes



Candidate Forename		Candidate Surname	
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## **INSTRUCTIONS TO CANDIDATES**

- Write your name clearly in capital letters, your Centre Number and Candidate Number in the boxes above.
  - Use black ink. Pencil may be used for graphs and diagrams only.
  - Read each question carefully and make sure that you know what you have to do before starting your answer.
  - Answer **all** the questions.
  - Do **not** write in the bar codes.
  - Write your answer to each question in the space provided.

## **INFORMATION FOR CANDIDATES**



Examiner's Use Only:			
1			
2			
3			
4			
5			
Total			

- 1 (a) The Martin family's employment came to an end with the sale of the business.

State **two** other reasons why an individual's contract of employment might come to an end.

1.....

2.....

[2]

- (b) Explain **two** disadvantages to leisure organisations of employing staff on a seasonal basis.

1.....

.....

.....

2.....

.....

.....

[4]

- (c) Discuss the argument for and against P-EL appointing the new managers at *Cherry Tree Hall* on a permanent full-time basis.

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[12]

[Total: 18]

- 2 (a) (i)** Identify **one** external issue which might affect human resource planning at *Cherry Tree Hall*.

[1]

- (ii) Discuss how the issue identified in part (a)(i) might affect human resource planning at *Cherry Tree Hall*.

..... [9]

- (b)** Discuss how the issue of high staff turnover might affect the future of human resource planning at *Cherry Tree Hall*.

.....

.....

.....

..... [10]

[Total: 20]

- 3 (a) Explain **two** suitable **external** methods of recruitment advertising which would be appropriate for the management positions at *Cherry Tree Hall*.

1. ....

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[4]

- (b) Analyse possible disadvantages to applicants of submitting a CV when applying for the management positions at *Cherry Tree Hall*.

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[6]

- (c) Evaluate the extent to which the recruitment and selection process used by P-EL is likely to achieve the objective of appointing a flexible management team with transferable skills.

[12]

[12]

- (d) Explain **two** possible consequences to *Cherry Tree Hall* should it fail to comply with the Working Time Directive.

1. ....

.....  
.....  
.....

2. ....

[4]

[4]

[Total: 26]

- 4 (a) *Cherry Tree Hall* currently uses a supervisor appraisal procedure for its performance management scheme.

Explain **one** other method of appraisal which could be used at *Cherry Tree Hall*.

[2]

[2]

- (b)** Discuss how P-EL could judge the success of its management training scheme.

. [12]

[Total: 14]

- 5 (a)** What is meant by the term quality circles?

[2]

[2]

- (b) Discuss how the performance of the new managers at *Cherry Tree Hall* might be improved by the use of management by objectives (MBO).

[8]

- (c) It is often argued that many workers in leisure organisations such as *Cherry Tree Hall* are motivated by financial rewards.

Discuss the case for and against the use of **non-financial** rewards as a method of motivating employees in the leisure industry.

[12]

[12]

[Total: 22]

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