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Centre number						Candidate number				
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**OXFORD CAMBRIDGE AND RSA EXAMINATIONS
ADVANCED GCE**

G184

LEISURE STUDIES

Human Resources in the Leisure Industry

WEDNESDAY 19 JANUARY 2011: Afternoon

DURATION: 1 hour 30 minutes

SUITABLE FOR VISUALLY IMPAIRED CANDIDATES

Candidates answer on the question paper.

OCR SUPPLIED MATERIALS:

Clean copy case study

OTHER MATERIALS REQUIRED:

None

READ INSTRUCTIONS OVERLEAF

INSTRUCTIONS TO CANDIDATES

- **Write your name, centre number and candidate number in the boxes on the first page. Please write clearly and in capital letters.**
- **Use black ink. Pencil may be used for graphs and diagrams only.**
- **Read each question carefully. Make sure you know what you have to do before starting your answer.**
- **Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).**
- **Answer ALL the questions.**

INFORMATION FOR CANDIDATES

- **The number of marks is given in brackets [] at the end of each question or part question.**
- **The total number of marks for this paper is 100.**
- **The quality of your written communication will be taken into account when marking your answer to the question marked with an asterisk (*).**

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GREENWELL GRANGE

- 1 (a) At present Julie only advertises for new staff for the spa using local newspapers.**

Other than local newspapers, state TWO suitable places where Julie could advertise for new staff.

Location 1: _____

Location 2: _____ [2]

- (b) Analyse the benefits to Greenwell Grange of Julie only advertising for new staff within the local area.**

[6]

(c) Outline the process which could be followed in order to shortlist candidates for interview for a position in the spa facility.

[4]

(d) Name TWO documents to which Julie should refer when interviewing potential candidates for a job at the spa.

Document 1: _____

Document 2: _____ [2]

(e) Evaluate the advantages and disadvantages to Julie of asking applicants to submit an application form rather than a curriculum vitae (CV).

[10]

[Total: 24]

- 2 (a) Staff within Greenwell Grange are actively encouraged to take part in training and development.**

What is meant by each of the following terms?

Training: _____

Development: _____

_____ [2]

- (b) Assess the advantages and disadvantages to leisure organisations such as Greenwell Grange of investing in staff through training and development.**

[12]

[Total: 14]

- 3 (a) The management of the facility is split into departments. Greenwell Grange has a General Manager who oversees all aspects of the facility, whilst each department has its own departmental manager.

Assess the benefits and drawbacks to a leisure facility such as Greenwell Grange of a functional organisational structure.

[12]

(b)* Julie and Alfie have very different management styles, one being democratic and one being autocratic.

As an employee in the leisure industry, is it better to work for an autocratic manager or a democratic manager? Justify your answer.

[12]

[Total: 24]

- 4 (a) At present, Julie carries out appraisals with all of the staff in the spa and leisure facility on a six-monthly basis. She is considering the use of other appraisal methods to improve the quality of the process.**

Discuss the advantages and disadvantages to the appraiser and appraisee of TWO OTHER appraisal methods.

Method 1: _____

Method 2: _____

[12]

(b) All leisure organisations need to be aware of legislation and how it affects them. Discuss the impact of the Sex Discrimination Act and the Disability Discrimination Act on employment in leisure organisations such as the spa and leisure facility at Greenwell Grange.

[12]

[Total: 24]

- 5 (a) The location of Greenwell Grange has an effect on its human resource planning because of its limited catchment area for staff.

Identify **TWO OTHER** external issues which could affect human resource planning at Greenwell Grange.

Issue 1: _____

Issue 2: _____

_____ [2]

- (b) Internal issues also affect human resource planning at leisure organisations such as Greenwell Grange.

Evaluate how the rate of staff turnover might affect human resource planning within Greenwell Grange.

[12]

[Total: 14]



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