

**ADVANCED GCE  
LEISURE STUDIES**

Human Resources in the Leisure Industry

**G184**

Candidates answer on the question paper.

**OCR supplied materials:**

- Clean copy case study

**Other materials required:**

None

**Friday 10 June 2011  
Morning****Duration: 1 hour 30 minutes**

|                    |  |  |  |  |                   |  |  |  |  |
|--------------------|--|--|--|--|-------------------|--|--|--|--|
| Candidate forename |  |  |  |  | Candidate surname |  |  |  |  |
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| Centre number |  |  |  |  |  | Candidate number |  |  |  |
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**INSTRUCTIONS TO CANDIDATES**

- Write your name, centre number and candidate number in the boxes above. 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.
- Do **not** write in the bar codes.

**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 (\*).
- This document consists of **20** pages. Any blank pages are indicated.

- 1 Employment can take many forms. Explain what each type of employment means and, using a leisure organisation you have studied, suggest an appropriate job role for each employment type.

| Type of Employment | Explanation of employment type   | Appropriate Job Role             |
|--------------------|----------------------------------|----------------------------------|
| Full-Time          | .....<br>.....<br>.....<br>..... | .....<br>.....<br>.....<br>..... |
| Part-Time          | .....<br>.....<br>.....<br>..... | .....<br>.....<br>.....<br>..... |
| Seasonal           | .....<br>.....<br>.....<br>..... | .....<br>.....<br>.....<br>..... |

[6]

[Total: 6]

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**Question 2 begins on page 4**

**PLEASE DO NOT WRITE ON THIS PAGE**

**2 (a)** What is meant by each of the following terms?

Recruitment: .....

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Selection: .....

[2]

**(b)\*** Discuss the effectiveness of T-4-2's recruitment and selection process.

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[12]

- (c) Assess the impact on leisure organisations such as T-4-2 of employing poorly performing employees in customer service positions.
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[12]

**[Total: 26]**

- 3 (a) Sara Sewell has decided that tackling the high level of absenteeism and high staff turnover amongst the seasonal staff should be a priority for T-4-2. She decides to use motivational techniques to reduce absenteeism and staff turnover.

Discuss the effectiveness of job enrichment as a motivational technique at T-4-2.

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[8]

- (b) Other than job enrichment, discuss the effectiveness of **two** approaches/techniques which would be suitable to motivate staff at T-4-2.

Approach/technique 1: .....

Approach/technique 2: .....

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**[12]**

**[Total: 20]**

- 4 (a) One problem facing T-4-2 is the lack of clear management and defined roles and responsibilities for staff. This leads to problems in its day-to-day operation.

Recommend and justify a suitable organisational structure for T-4-2.

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[12]

- (b) Discuss the advantages and disadvantages to T-4-2 of employing seasonal staff rather than permanent staff.

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- (c) T-4-2 has to take into account legislation such as the Working Time Directive.

Evaluate how the Working Time Directive affects day-to-day operations at T-4-2.

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[10]

**[Total: 34]**

- 5 (a) The economy is one external issue which could affect human resource planning at T-4-2.

Discuss how the economy at both a national and local level might affect human resource planning at T-4-2.

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[12]

- (b) Internal issues also affect human resource planning at leisure organisations such as T-4-2.

State **two** internal issues which may affect human resource planning at a leisure organisation such as T-4-2.

Issue 1: .....

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.....  
Issue 2: .....

..... [2]

[Total: 14]

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