

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

Friday 23 January 2009
Morning
Duration: 1 hour 30 minutes


Candidate Forename		Candidate Surname	
--------------------	--	-------------------	--

Centre Number						Candidate Number			
---------------	--	--	--	--	--	------------------	--	--	--

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

- The number of marks for each question is given in brackets [] at the end of each question or part question.
- The total number of marks for this paper is **100**.
- This document consists of **20** pages. Any blank pages are indicated.

Examiner's Use Only:			
1			
2			
3			
4			
Total			

- 1 (a) Cerys started with *Blake's Bistro* on a seasonal basis.

State **two** other methods of employment which can be used in leisure organisations.

1.

2.

[2]

- (b) Analyse possible reasons why Cerys may have considered a functional management structure an appropriate organisational structure for *Blake's Bistro*.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[6]

(c) Refer to Fig. 1.

Assess the extent to which the human resource plan at *Blake's Bistro* may be affected by the forecast data.

.....

.....

.....

.....

..... [10]

- (d) Discuss the extent to which leisure organisations such as *Blake's Bistro* might benefit from the implementation of an effective human resource plan.

.....
.....
.....
..... [10]

[Total: 28]

- 2 (a) Natural wastage is **one** reason why leisure organisations need to recruit staff.

State **two** causes of natural wastage.

1.

.....

2.

.....

[2]

- (b) Cerys has decided to use application packs as part of the recruitment process.

Analyse possible advantages to the applicants of providing such packs.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[6]

- (c) Rhodri used internal recruitment to appoint Cerys to the position of Bistro manager.

Discuss how *Blake's Bistro* might have benefited from **external** recruitment for this appointment.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[8]

- (d) Discuss the benefits and limitations to leisure organisations of using telephone interviews as part of the selection process.

.....
.....
.....
..... [10]

[Total: 26]

- 3 (a) What is meant by an autocratic management style?

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

[2]

- (b) Explain **two** advantages to *Blake's Bistro* of **job rotation** as a method of motivating employees.

1.
.....
.....
.....
.....
.....
.....
.....

[4]

- (c) Explain **two** disadvantages to *Blake's Bistro* of **job enlargement** as a method of motivating employees.

1.
.....
.....
.....
.....
.....
.....
.....

2.
.....
.....
.....
.....
.....
.....
.....

[4]

- (d) Discuss the arguments for and against the decision to delegate more authority to the teams at *Blake's Bistro*.

[12]

[Total: 22]

- 4 (a) Evaluate the extent to which employees might benefit from *Blake's Bistro* achieving the Investors in People (IIP) award.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [12]

- (b) Evaluate the benefits and limitations to *Blake's Bistro* of externally training its staff.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[12]

[Total: 24]

PLEASE DO NOT WRITE ON THIS PAGE

PLEASE DO NOT WRITE ON THIS PAGE

PLEASE DO NOT WRITE ON THIS PAGE



Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (OCR) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.