



Leave  
blank

**Answer ALL the questions. Write your answers in the spaces provided.**

1. Halston is a large centre for both indoor and outdoor pursuits. It provides courses for different age groups, from school parties to team building courses for industry. This means that there is a different number of clients attending each week. Some of these courses involve specialist activities.  
Halston employs casual and self-employed staff together with twenty permanent staff.

(a) (i) Explain what is meant by *casual staff*

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

**(4)**





Leave  
blank

Halston needed to appoint a new Head of Outdoor Pursuits, in charge of organising all the outdoor activities such as abseiling and canoeing.

(b) (i) Identify **two** methods of advertising that would be suitable for recruitment of the new Head of Outdoor Pursuits post. Give reasons for your choices.

1 .....

.....

.....

.....

.....

.....

2 .....

.....

.....

.....

.....

.....

(6)



Leave  
blank

(ii) Suggest **three** items that could be included in a job description for this post, giving a reason for each of your suggestions.

1 .....

.....

.....

.....

2 .....

.....

.....

.....

3 .....

.....

.....

.....

(6)



Halston received a large number of applications for the post and had to produce a shortlist of candidates to interview.

(c) Explain the shortlisting process.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

**(6)**

Leave  
blank



Leave  
blank

(d) Suggest **two** questions which might be asked at the interview for the post of Head of Outdoor Pursuits. For each, explain why you think it would be a suitable question to ask.

Question 1 .....

.....

.....

Explanation .....

.....

.....

.....

.....

Question 2 .....

.....

.....

Explanation .....

.....

.....

.....

.....

(6)





<p>(e) Explain how the appointment process would take place once the interviews had been completed.</p>	<p>Leave blank</p>
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
.....	
<p>(6)</p>	





Leave  
blank

Amongst the applications for the new Head of Outdoor Pursuits post there were both male and female candidates and a number from minority ethnic groups. There was one internal candidate.

(f) Analyse the possible effects on Halston of failing to follow an appropriate recruitment and selection procedure.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

**(8)**

**Q1**

**(Total 50 marks)**



Leave blank

2. An external candidate, Louise Jones, was appointed as the new Head of Outdoor Pursuits and was given a full induction. The Head of Indoor Pursuits was appointed three years ago and he was given a similar induction. He feels that a refresher induction course would be beneficial to him now.

(a) Explain the differences between an induction for the new Head of Outdoor Pursuits and the existing Head of Indoor Pursuits.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

(8)



One of Louise's first tasks was to look at information reviewing the position of two existing members of staff.

- Alan was working out his notice period but was not happy with his hours. One day he had to work for 10 hours with no break and he had to work for 53 hours in each of the next two weeks.
- Suraya, Louise's assistant, was about to start her maternity leave.

(b) (i) Explain what is meant by *notice period*.

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

**(4)**

(ii) Explain the implications of the Working Time Regulations for Alan and Halston.

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

**(6)**



(c) Analyse the possible effects on Halston of Suraya taking maternity leave.

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

Leave blank

(8)

(Total 26 marks)

Q2

--	--



Leave  
blank

3. Ray has worked at Halston for three years. He started work at Halston straight from school, where he gained six GCSEs. He is a qualified lifeguard. His only job has been as a lifeguard/pool attendant but he is bored with this.

(a) Evaluate the use of *job rotation* as a means of motivating Ray.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

(8)



Leave  
blank

- (b) (i) Identify a job in the leisure industry where *performance related pay* is suitable as a motivational technique. Give a reason for your choice.

Job .....

Reason .....

.....

.....

.....

.....

(3)

- (ii) Identify a job in the leisure industry where *performance related pay* is **not** suitable as a motivational technique. Give a reason for your choice.

Job .....

Reason .....

.....

.....

.....

.....

(3)

Q3

(Total 14 marks)

**TOTAL FOR PAPER: 90 MARKS**

**END**



**BLANK PAGE**



**BLANK PAGE**

