

Write your name here

Surname

Other names

Centre Number

Candidate Number

**Edexcel GCE**

# Leisure Studies

**Advanced**

**Unit 5: Employment in Leisure**

Wednesday 19 January 2011 – Afternoon

**Time: 1 hour 30 minutes**

Paper Reference

**6970/01**

**You do not need any other materials.**

Total Marks

## Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** questions.
- Answer the questions in the spaces provided  
– *there may be more space than you need.*

## Information

- The total mark for this paper is 90.
- The marks for **each** question are shown in brackets  
– *use this as a guide as to how much time to spend on each question.*
- Quality of written communication will be taken into account in the marking of your responses to questions 1(f) and 2(d). These questions are indicated with an **asterisk** (\*)  
– *you should take particular care on these questions with your spelling, punctuation and grammar, as well as the clarity of expression.*

## Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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

**1** Island Sailing Club has a popular high quality restaurant. Its Head Chef has just left and it needs to recruit a new one. The Human Resources Department are to carry out a job analysis and create a job description and person specification.

(a) (i) Explain what is meant by a *job analysis*.

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(ii) State **four** items that you would expect to see in a **job description**.

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(iii) Explain how the **job description** would be used in the recruitment process for the role of Head Chef.

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Because the previous Head Chef left suddenly, they wish to find a replacement as soon as possible. They want to maintain, or improve on, the present high standard so wish to attract the best possible candidates. Although they are considering advertising online, some members of the HR Department have made other appropriate suggestions.

- (b) (i) Evaluate the effectiveness of using online advertising for the post of Head Chef for both Island Sailing Club and the candidates.

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(ii) Identify **one** other appropriate way in which the club could advertise for the post of Head Chef. Explain why you think it is suitable.

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Before the interviews took place, the interview panel needed to decide upon the questions to ask. Two of the first suggestions were:

Question A. What would be your ambitions for this restaurant?

Question B. What catering qualifications have you got?

(c) (i) What would you like to hear from the candidate for the role of Head Chef in response to Question A?

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(ii) Explain why Question B might be a poor question to ask the candidates for the post of Head Chef.

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The candidates for this post only had to attend an interview with one interviewer. However, not all the recruitment team thought that this was suitable.

(d) Suggest **two** ways in which the recruitment team could have improved their selection process at this point. Justify each of your choices.

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Once the new Head Chef starts, the job will not be straightforward. In a team of six, both the sous-chef (the Head Chef's direct assistant) and one other are about to go on maternity leave.

The new Head Chef is currently a sous-chef in a much larger 'high tech' kitchen. The food served, and the equipment in the kitchen at the club, is much more traditional. Restaurant kitchens require a high degree of teamwork so that meals are served at the right time.

(e) Explain what is meant by *maternity leave*.

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\*f) Explain why an induction would be important for the new Head Chef.

(8)

Handwriting practice area consisting of 25 horizontal dotted lines.

**(Total for Question 1 = 43 marks)**



2 Island Sailing Club's recruitment procedures are not perfect. Last month it interviewed two 15 year old candidates, Laura and Karl, for part-time positions in the cafe. This is what they said about their experiences:

Laura: 'I arrived on time and my interviewer took me to the cafe, which was quite busy. He interviewed me at one of the tables there (one of my friends waved to me). At the end he said they would let me know. That evening I got a text to say they had decided not to take anyone on after all. Mum and Dad have been members there for years – they were not amused!'

Karl: 'As part of my interview I had to do a two-hour shift (unpaid!) in the cafe to see how I coped. I heard nothing for two weeks so phoned them. They told me the Head Chef had left so they weren't taking on anyone new at the minute.'

(a) (i) Identify **three** aspects of these procedures that you would consider to be examples of poor practice.

(3)

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(ii) Analyse the potential effects of these procedures on both the club and its customers.

(6)

A series of horizontal dotted lines provided for writing the answer.



Island Sailing Club does have 15 year olds working as waiting staff in its cafe. It uses them at peak times when it can. These are between 6 and 9 on weekday evenings. At weekends the peak times are for three hours at lunchtimes and four hours in the evenings. They are often busy all day in the school holidays.

(b) Explain how the Working Time Regulations would affect the club's employment of 15 year olds.

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Some of the club's administrative staff are on a system of flexible working.

(c) Explain what is meant by *flexible working*.

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Island Sailing Club holds two regattas each summer, in which a series of races are held over a long weekend. These attract hundreds of competitors and spectators to the club and help to promote the club to potential new members. Much of the extra help that is needed for these events comes from volunteers from the club's membership. Some volunteers help for the whole regatta and some just help for one day. Much of the work that is needed is for stewarding and assistance for visitors.

\*(d) Analyse the advantages and disadvantages to the club of using volunteers rather than employing casual staff.

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(e) Explain why a club such as Island Sailing Club may have some employees on seasonal contracts.

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**(Total for Question 2 = 30 marks)**

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**3** Island Sailing Club is starting a drive for new members. The management team want to offer financial incentives to the membership recruitment team to achieve this. One suggestion is that they have their salary increased as they will have to work harder. Another suggestion is to offer them performance-related pay.

(a) Compare the effectiveness of offering the membership recruitment team a salary increase or performance-related pay.

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One area in which the management team know they have a problem is the work of the staff who look after the marina area outside. The staff's work is poor much of the time and the marina manager is a poor timekeeper. Their web blogs often talk about not properly knowing what to do and having to do the same thing all the time so they are bored.

Currently the club operates a system of job rotation to try to motivate them, but this seems to have had little effect. Some of the staff have received verbal warnings recently about their work practices.

The management team has decided to use appraisals as a method of motivation.

(b) (i) Explain what is meant by *job rotation*.

(3)

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(ii) Evaluate the effectiveness of appraisals as a way of motivating the marina staff.

(8)

Area with horizontal dotted lines for writing the answer.

**(Total for Question 3 =17 marks)**

**TOTAL FOR PAPER = 90 MARKS**



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