

Write your name here

Surname

Other names

Pearson
Edexcel GCE

Centre Number

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Candidate Number

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Leisure Studies

Advanced

Unit 5: Employment in Leisure

Friday 13 June 2014 – 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(c) and 1(g)(i). 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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PEARSON

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

1 Allsportz Activity Centres is a national chain of six centres providing a variety of outdoor leisure and sporting activities. Each centre is holding an activity festival as part of a government initiative to encourage people to take up a 'new sport for the new year'. The festivals will last two weeks. Allsportz needs to employ a number of casual staff as stewards and to transport equipment during the festivals. In order to recruit effectively for any post, Allsportz starts by carrying out a job analysis.

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

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(b) (i) Explain what is meant by *casual employment*.

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(ii) Identify **two** suitable methods of advertising that could be used to recruit casual staff. Explain why each method would be suitable.

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Allsportz also needs to appoint a new Deputy Manager at one of the centres. The main duties of the post are:

- Increasing sales through campaigns in the local area
- Ensuring Allsportz's standards and customer service are continually improved
- Promoting the Allsportz brand and marketing activities for the centre
- Recruiting, training and managing personal trainers for the centre

The successful candidate will also have the opportunity to personal train for up to 10 hours per week and keep 100% of the income generated.

(d) Identify **two** qualities or skills that you would expect to see in the person specification for this post. For each, explain why you think it should be included.

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(e) Suggest **one** question that would be appropriate to ask the candidates at the interview for the post of Deputy Manager. Explain why it would be appropriate.

(3)

Question

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Explanation

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The appointment process for the Deputy Manager follows the interview stage. In the interview stage, two members of the interview panel observe the candidates carrying out a set task and then two other members of the panel carry out individual interviews with the candidates. Allsportz has a set appointments procedure that determines what happens after this. The steps in the procedure are:

1. The interview panel meets
 2. Candidate performances are considered and discussed
 3. A candidate is chosen and appointed
 4. Unsuccessful candidates are informed
- (f) Explain why it is important to have a set procedure, such as this, for appointing a new member of staff after the interview stage.

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Use the following information to answer question 1(g)(i).

Allsportz provides instruction and coaching for all levels of experience and a range of ages, including school parties. In the summer there is often a large number of groups using the centre at the same time, whilst in the winter demand is lower and can be inconsistent. There is a wide range of activities available, with some of these aimed at small groups doing specialist activities such as rock climbing and abseiling. There are also pitches for football, hockey and other popular sports. At each of the centres there are some full-time staff, but many are self-employed.

***(g) (i) Analyse the benefits to Allsportz of using self-employed staff.**

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(ii) Outline **two** possible benefits to staff of being self-employed.

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(Total for Question 1 = 46 marks)



2 Use the following information to answer question 2(a).

The existing Deputy Manager is leaving and has been offered the post of Manager at a rival organisation. He would like to leave straight away but Allsportz is insisting that he works to the end of his notice period. The new Deputy Manager is due to take up her post two weeks before the existing Deputy Manager’s notice period ends.

(a) Analyse the possible effects on Allsportz’s operations of the existing Deputy Manager working out his notice period in full.

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(b) (i) Explain why shift work is used in many leisure organisations, such as Allsportz.

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(ii) Explain why working shifts may make an organisation less attractive for an employee.

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Allsportz has a set procedure for staff to book their annual leave. The main steps in the procedure are:

- All leave of more than two days is to be booked a minimum six months in advance
- Staff sign a list on the calendar in the staff room when they know what leave they want
- First come, first served basis with a limit of two staff on leave at any one time

It is organised by the Human Resources Manager who is responsible for sorting out any issues. She has just been promoted internally at Allsportz.

(c) Evaluate the potential effectiveness of this procedure for booking annual leave.

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All Allsportz centres have some indoor facilities, including changing rooms, cafes and staff offices. Allsportz's procedures and buildings have to follow the requirements of the Equality Act 2010.

(d) Outline **two** ways in which the Equality Act 2010 may affect Allsportz.

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(Total for Question 2 = 24 marks)



3 Use the following information to answer question 3(a).

Allsportz provides team building activities for business groups. It has recently appointed a new team leader for these activities. He has a laissez-faire style of management. This means that he allows members of the business groups to make most of the decisions amongst themselves.

These business groups go out into areas where there are hazards such as steep drops when they are abseiling. These types of activity require safety procedures to be followed very carefully, and also need considerable communication between the members of the group. Other activities require group members to use their initiative, for example raft building.

- (a) Evaluate the decision to appoint an activity team leader with a laissez-faire management style.

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Use the following information to answer question 3(b).

Tamsin is a Marketing Assistant who has contributed a number of good ideas to a recent advertising campaign. This campaign has increased the number of groups booking for the next year by 10%. The rest of the marketing team works well with her and in the past they have also contributed ideas that have seen beneficial results. She is very keen to increase her earnings as she and her fiancé are saving for a deposit to buy a house, but she seems to have lost a little enthusiasm as however hard she works she earns the same amount. Although Tamsin needs motivating, management does not wish to upset the rest of the team by singling her out for increased remuneration. Some other members of the team are satisfied with the regular salary they receive.

Management has decided that it would be appropriate to move the whole marketing team to a profit-related pay scheme, so that they all share equally from the profits that the team brings to Allsportz.

(b) Evaluate the decision to move the marketing team to a profit-related pay scheme.

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Although satisfied by the pay, another member of the team appears demotivated and the management team is considering offering her job enlargement as a way of motivating her.

(c) (i) Explain what is meant by *job enlargement*.

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(ii) Explain **one** advantage and **one** disadvantage associated with job enlargement.

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Advantage

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Disadvantage

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(Total for Question 3 = 20 marks)

TOTAL FOR PAPER = 90 MARKS

