

Tuesday 17 January 2012 – Afternoon

A2 GCE LEISURE STUDIES

G184/01 Human Resources in the Leisure Industry

* G 1 3 4 2 0 0 1 1 2 *

Candidates answer on the Question Paper.

OCR supplied materials:

- Clean copy Case Study

Other materials required:

None

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. HB pencil may be used for graphs and diagrams only.
- Answer **all** the questions.
- 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).
- 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 **16** pages. Any blank pages are indicated.

LADIES LEISURE

- 1 (a) Natural wastage is one reason why leisure organisations need to recruit staff. Define the term 'natural wastage'.

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

[2]

- (b) Other than natural wastage, identify **two** reasons why leisure organisations such as Ladies Leisure might need to recruit staff.

1.
2. [2]

- (c) Discuss whether or not Ladies Leisure is in breach of sex discrimination legislation.

[10]

. [10]

[Total: 14]

- 2 (a) Ladies Leisure employs a range of staff, some full-time, some part-time and a modern apprentice. Discuss the advantages and disadvantages to Ladies Leisure of only offering its staff work-based training.

[10]

. [10]

- (b)** One proposal to expand the business is the inclusion of a hairdressing salon. Discuss the advantages and disadvantages to Ladies Leisure of allowing a self-employed hairdresser to set up the proposed salon.

[12]

- (c) (i) Assess the advantages and disadvantages to Ladies Leisure of asking applicants to submit a Curriculum Vitae (CV) rather than an application form.

[10]

- (ii) Lorna is considering the most appropriate way to recruit new fitness staff. Evaluate the usefulness of an interview in recruiting staff.

[8]

[Total: 40]

- 3 The management of the facility is split into departments. Lorna looks after the fitness side and the related staff, and Eleanor manages the health and beauty side and its staff.

Explain **one** benefit and **one** drawback to Ladies Leisure of Lorna and Eleanor taking responsibility for different parts of the business.

Benefit:

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

Drawback:

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

[4]

[Total: 4]

- 4 (a)* Lorna and Eleanor have very different management styles. Lorna is a very democratic leader and Eleanor a very autocratic leader. Assess the impact of these different management styles on the motivation of staff in leisure organisations such as Ladies Leisure.

. [10]

- (b) To help motivate staff and ensure the success of Ladies Leisure, each member of staff within the fitness department is set an annual target to recruit a certain number of new members to the facility. Staff are rewarded financially for meeting their targets.

Evaluate target setting and associated financial rewards as appropriate methods of staff motivation.

- (c) Appraisals are carried out by Lorna and Eleanor with each member of staff every six months. Assess the benefits to staff and management of **peer** appraisal.

. [8]

[Total: 28]

- 5 Leisure organisations such as Ladies Leisure have to plan carefully in order to ensure they have the right number of suitable employees to meet the needs of the organisation.

(a) (i) Identify **two** internal factors which could affect human resource planning.

1.....

2..... [2]

(ii) Explain how **one** of the factors identified in 5(a)(i) could impact on human resource planning at Ladies Leisure.

Chosen factor:

Explanation:

.....

.....

..... [2]

- (b) Evaluate how competition for job seekers might affect human resource planning within Ladies Leisure.

[10]

. [10]

[Total: 14]

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