

**Friday 15 June 2012 – Afternoon**

**A2 GCE LEISURE STUDIES**

**G184/01 Human Resources in the Leisure Industry**



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.

**SPRING HILL**

- 1 (a) Spring Hill employs a range of different staff, full-time permanent, part-time and seasonal. What is meant by each of the following terms?

Part-time staff: .....

.....

Seasonal staff: .....

..... [2]

- (b) (i) On occasions it is necessary to dismiss staff. Identify the **four** stages in the dismissal process.

Stage 1: .....

Stage 2: .....

Stage 3: .....

Stage 4: ..... [4]

- (ii) Shaun dismissed a member of staff on the spot and removed her from the building. Explain why it was not necessary for Shaun to follow the four stages in this situation.

.....

.....

.....

.....

..... [2]

[Total: 8]

- 2 (a) Emma and Mike both work at Spring Hill, and Emma is due to start her maternity leave in 10 weeks. Discuss Mike's rights as an employee under Ordinary Paternity Leave.

. [8]

- (b) Evaluate the advantages and disadvantages to Spring Hill of only recruiting internally for Emma's maternity cover.

. [10]

- (c) Assess how Shaun could use information included in the person specification in the selection process for Emma's maternity cover.

. [8]

- (d) Each year Spring Hill recruits seasonal staff to help with increased demand on the golf courses and on the driving range. Shaun is in the process of designing an advertisement to be placed in the local newspaper. Evaluate the importance of a job advertisement in the recruitment process at a leisure organisation such as Spring Hill.

. [8]

[Total: 34]

- 3 (a) Shaun often works a 60-hour week. Evaluate the likely impact of the Working Time Directive on leisure organisations such as Spring Hill.

. [8]

- (b) All new staff at Spring Hill undertake an induction programme. Assess the usefulness to new members of staff at Spring Hill of this method of staff training.

. [8]

- (c) Staff in leisure organisations need to have the opportunity to improve their skills once appointed. Discuss the benefits to Spring Hill of providing its staff with opportunities to keep up to date with ever-changing information technology and software.

. [8]

- (d) Identify **two** benefits to Spring Hill of adopting the Investors in People (IIP) quality award as a system for staff development and training.

1. ....

.....  
2. ....

..... [2]

**[Total: 26]**

- 4 (a)\* Shaun is becoming more and more demotivated by the attitudes of his parents to his ability to run Spring Hill. Other than financial rewards, discuss approaches and techniques which might improve Shaun's motivation.

. [10]

12

- (b)** Shaun is thinking of introducing an appraisal process at Spring Hill. Discuss whether or not Spring Hill should introduce an appraisal process.

. [10]

[Total: 20]

- 5** The economy has had an impact on a large number of businesses such as Spring Hill. Assess how changes in the economy could impact on human resource planning at Spring Hill.

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..... [12]

[Total: 12]

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