



**Oxford Cambridge and RSA Examinations**

**General Certificate of Education**

**LEISURE STUDIES**

Unit 3: Leisure Industry Practice

**G182/CASE STUDY**

**Pre-Released Case Study**

OPEN ON RECEIPT

**INSTRUCTIONS TO TEACHERS**

- The case study should be given to candidates upon receipt by the centre.

**INFORMATION FOR CANDIDATES**

- You must study the case study before you take the question paper.
- You may not take notes into the examination.
- A clean copy of the case study will be issued with the question paper.



## Total Leisure Villages

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*Total Leisure Villages* (TLV) is a large European-wide company, though its principal development has been in the north of Europe. The company has ten leisure villages in the United Kingdom. Holidays are inclusive of accommodation and outdoor activities.

A typical TLV complex is designed to provide a mix of indoor and outdoor environments (see Figure 1). Villages are usually set in their own grounds with lakes for boating and fishing, walking and cycling areas, and adventure playgrounds. Its indoor areas are built around a leisure pool, with saunas, beauty rooms, supervised play areas, indoor tropical gardens, bar and eating areas.

The accommodation within the village is self-catering. The average stay for visitors is between two and five nights. It usually forms the second annual holiday for such visitors. Local people may obtain access to a TLV through the purchase of a day pass. Some TLVs also offer birthday parties for children from the local area.

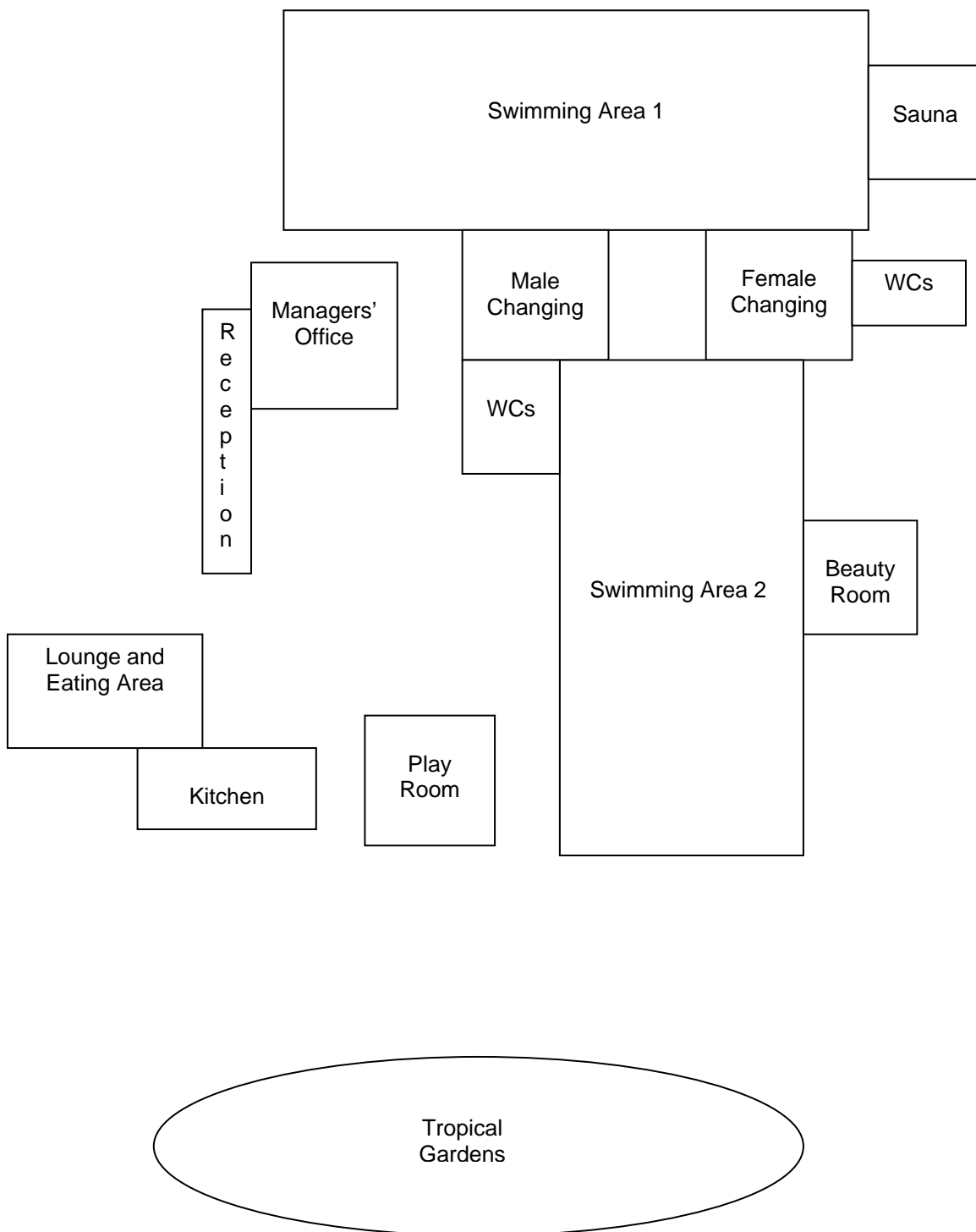
When TLV was originally established, the concept which the company had was quite clear: it combined outdoor adventure holidays, for the less adventurous, with the opportunity to 'enjoy yourself' in a warm indoor environment in an otherwise cold climate.

However, TLV is now facing a number of problems:

- increasing competition;
- few opportunities for new development sites;
- the increasing cost of new developments;
- budget air fares to continental destinations;
- a culture that is changing such that whilst *some* people are no longer choosing TLV because they want something *more* physically active, a large proportion of the population are not choosing TLV because they want something *less* physically active;
- ineffective promotion;
- poor communication with customers;
- the booking system seems to be outdated and the receptionist has been known to write down incorrect information;
- there are concerns that UK sites do not meet the requirements of the Disability Discrimination Act.

At the last meeting of the Board of Directors of TLV, the Managing Director said 'We have two choices, *either* we go for a more active image and start building smaller health and fitness centres as a way of extending the leisure village concept in cities and more urban areas, *or* we start building leisure villages in countries with warmer climates.'

**Figure 1:** The relative dimensions of the indoor area of a *Total Leisure Village*



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**LEISURE STUDIES**

Unit 3: Leisure Industry Practice

**G182/TEST**

**Specimen Paper**

Additional materials: Pre-released case study

**TIME** 1 hour 30 minutes

Candidate Name
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Centre Number
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Candidate Number
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**INSTRUCTIONS TO CANDIDATES**

- Write your name, centre number and candidate number in the spaces above.
- Write your answers, in blue or black ink, in the spaces provided on the question paper.
- Answer **all** the questions.
- Read each question carefully and make sure you know what you have to do before starting your answer.

**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**.

Question number	For examiner's use only
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	
<b>TOTAL</b>	



1 (a) Describe a systematic procedure that could be used for recording customer complaints at TLV.

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[6]

(b) State **two** ways in which a computer-based business information system could be used to assist decision-making at TLV.

Way 1: \_\_\_\_\_

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[1]

Way 2: \_\_\_\_\_

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[1]

(c) Explain how the customers of TLV could benefit from a quality system being used in the day-to-day operation of the facility.

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[8]

2 TLV has to comply with health and safety legislation.

(a) Identify **two** agencies responsible for enforcing legislation within the leisure industry.

Agency 1: \_\_\_\_\_  
\_\_\_\_\_ [1]

Agency 2: \_\_\_\_\_  
\_\_\_\_\_ [1]

(b) Explain how the staff of TLV are affected by the Data Protection Act.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [4]

(c) Explain how the staff of TLV are affected by the Disability Discrimination Act.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [4]



- 2 (d) Identify **one** piece of environmental legislation which TLV must comply with. Explain the effects of this legislation on TLV.

Name of environmental legislation: \_\_\_\_\_ [1]

Effects of this legislation on TLV: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ [3]

- 3 (a) TLV has a fire safety policy.

- (i) State **two** activities staff should conduct on a regular basis to ensure the effectiveness of the evacuation procedures.

Activity 1: \_\_\_\_\_

\_\_\_\_\_ [1]

Activity 2: \_\_\_\_\_

\_\_\_\_\_ [1]

- (ii) State **two** ways that TLV can ensure that visitors are evacuated efficiently in the event of a fire.

Way 1: \_\_\_\_\_

\_\_\_\_\_ [1]

Way 2: \_\_\_\_\_

\_\_\_\_\_ [1]

- (b) Carry out a risk assessment for a birthday party for **24** children between the ages of **seven** and **ten** at TLV.

In the assessment you must:

- identify **four** health and safety hazards;
- rate the risk on a severity scale of **1** (low) to **3** (high);
- identify who is most likely to be harmed;
- indicate possible consequences should the hazard occur;
- propose realistic measures to eliminate or reduce risk.

Complete your answer on the table opposite.

3 (b) continued

Hazard	Rating	Those most likely to be harmed	Consequence	Realistic measures
1				
2				
3				
4				

[20]



4 (a) You are asked to carry out a SWOT analysis on behalf of TLV.

Identify **two**:

- strengths;
- weaknesses;
- opportunities;
- threats.

Complete your answer in the grid provided below.

Strengths	Weaknesses
1	1
2	2
Opportunities	Threats
1	1
2	2

[8]

4 (b) Using the SWOT analysis completed in 4(a):

(i) Explain how TLV could make use of its strengths.

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[4]

(ii) Explain how TLV could make use of its opportunities.

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[4]

(iii) Explain how TLV could deal with its weaknesses.

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[4]

(iv) Explain how TLV could respond to its threats.

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[4]

- 5 (a) Describe **two** documents that could be used to help a manager understand the financial situation in a leisure facility.

Document 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Document 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

- (b) TLV use different types of budget for financial monitoring.  
Explain **two** ways in which the sales budget differs from the expenditure budget.

Difference 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Difference 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

- (c) Explain **three** ways in which a budget would enable the management of TLV to monitor financial performance.

Way 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Way 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Way 3: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

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**LEISURE STUDIES**

Unit 3: Leisure Industry Practice

**G182/MS**

**Mark Scheme**

**Advice to examiners on marking scripts**

- 1 Please ensure that you use the *final* version of the marking scheme.  
*You are advised to destroy all draft versions.*
- 2 Please mark all post-standardisation scripts in red ink. A tick should be used for each answer judged worthy of a mark. The tick should be placed at the point in the answer where the mark has been awarded. The number of ticks should be the same as the number of marks awarded. If two (or more) responses are required for one mark, use only one tick. Half marks should never be used.
- 3 No comments should be written on scripts.  
Remember that scripts may be returned to centres.
- 4 The marks awarded for each part question should be indicated in the margin provided on the right hand side of the page. The mark total for each question should be ringed at the end of the question, on the right hand side. These totals should be added up to give the final total on the front of the paper.
- 5 Correct answers to calculations should gain full credit even if no working is shown unless otherwise indicated in the mark scheme. (An instruction on the paper to 'Show your working' is to help candidates who may then gain partial credit even if their final answer is not correct.)
- 6 Strike through all blank spaces and/or pages in order to give a clear indication that the whole of the script has been considered.
- 7 An element of professional judgement is required in the marking of any written paper and candidates may not use the exact words that appear in the mark scheme. If the essence is correct *and* answers the question, contact your Team Leader/Principal Examiner for guidance.





Question	Answer	AO	Mark
1(a)	<p>Formal systems are likely to include:</p> <ul style="list-style-type: none"> <li>• surveys;</li> <li>• questionnaire interviews;</li> <li>• observation;</li> <li>• comment cards;</li> <li>• forms for recording specific complaints;</li> <li>• management monitoring of recorded complaints;</li> <li>• procedure for responding (in writing) to recorded complaints;</li> <li>• regular staff meetings where employees can share informal feedback with management.</li> </ul> <p><i>[one mark for each point up to maximum six marks]</i></p>	AO1	6x1
1(b)	<p>Two from:</p> <ul style="list-style-type: none"> <li>• business planning;</li> <li>• forecasting;</li> <li>• monitoring financial performance/identifying profits or losses;</li> <li>• accept other reasonable answers.</li> </ul>	AO1	2x1
1(c)	<p>Answers should relate to a recognised quality system, for example:</p> <ul style="list-style-type: none"> <li>• Investors in People (IIP);</li> <li>• BS5750/ISO9000;</li> <li>• Quest;</li> <li>• Charter Mark;</li> <li>• Customer Charter.</li> </ul> <p><i>[one mark available for reference to a recognised quality system]</i></p> <p>Answers should include:</p> <ul style="list-style-type: none"> <li>• improved communication with visitors;</li> <li>• improved booking systems;</li> <li>• records kept securely in line with procedure;</li> <li>• visitors feel 'at home' in pleasant environment/surroundings;</li> <li>• facilities of high standard – equipment well looked after;</li> <li>• visitors aware of 'quality' staff through knowledgeable response (regular training);</li> <li>• visitors feel valued because of the way the organisation looks after them;</li> <li>• visitors feel safe in the environment.</li> </ul> <p><i>[one mark for each point; allow development marks; maximum eight marks]</i></p>	AO1	1
		AO2	3
		AO3	4

Question	Answer	AO	Mark
2(a)	<p><i>Two from:</i></p> <ul style="list-style-type: none"> <li>• Health and Safety Commission;</li> <li>• Health and Safety Executive (HSE);</li> <li>• local authority;</li> <li>• accept local environmental health officer.</li> </ul>	AO1	2x1
2(b)	<p>Basic principles of Act:</p> <ul style="list-style-type: none"> <li>• data held should be accurate, relevant and stored securely;</li> <li>• data subject can request copy of data held on them;</li> <li>• data subject can request incorrect data is amended;</li> <li>• role of Information Commissioner.</li> </ul> <p>Answers should consider both aspects:</p> <ul style="list-style-type: none"> <li>• need to comply with Data Protection Act in handling customer bookings, etc;</li> <li>• staff can expect TLV to adhere to Data Protection Act in handling staff's personal data;</li> <li>• accept other relevant points.</li> </ul> <p style="text-align: center;"><i>[one mark for each point; maximum four marks]</i> <i>[maximum three marks if only one aspect considered]</i></p>	AO1 AO2	1 3
2(c)	<p>Basic principles of Act:</p> <ul style="list-style-type: none"> <li>• gives rights to disabled people in employment – applies to employer with more than <b>15</b> employees;</li> <li>• so TLV may have to make changes to premises, and</li> <li>• must not discriminate against disabled applicants;</li> <li>• gives rights to disabled people in access to goods, facilities and services;</li> <li>• service providers must make reasonable adjustments so that disabled people can access their services;</li> <li>• service providers may have to make physical changes to premises;</li> <li>• accept other relevant points.</li> </ul> <p style="text-align: center;"><i>[answers should consider both employment aspect and customer aspect]</i> <i>[one mark for each point; maximum four marks]</i> <i>[maximum three marks if only one aspect considered]</i></p>	AO1 AO2	1 3

Question	Answer	AO	Mark
<b>2(d)</b>	Environmental legislation: <ul style="list-style-type: none"> <li>Control of Substances Hazardous to Health Regulations (COSHH);</li> <li>EU Directives;</li> <li>or other relevant legislation.</li> </ul>	AO1	<b>1</b>
	For example, COSHH: <ul style="list-style-type: none"> <li>the environment protected through safe handling of chemicals;</li> <li>employers must assess exposure to all hazardous substances on the premises;</li> <li>employers must put monitoring procedures in place;</li> <li>e.g. swimming pool water treatment, disinfectants, poisons to control vermin and insects, chemicals used in marking sports grounds.</li> </ul>	AO2	<b>3</b>
<b>3(a)(i)</b>	<i>Two from:</i> <ul style="list-style-type: none"> <li>regular staff training;</li> <li>frequently carried out (and recorded checks) of emergency exits;</li> <li>regular testing of alarms (recorded);</li> <li>regular drills (timed and recorded).</li> </ul>	AO1	<b>2x1</b>
<b>3(a)(ii)</b>	Exit routes clearly marked. Trained staff who can help with the evacuation.	AO1	<b>1</b> <b>1</b>
<b>3(b)</b>	See following page.	AO2 AO3 AO4	<b>8</b> <b>4</b> <b>8</b>

**3(b)**

This Risk Assessment has the opportunity for a variety of answers but should follow the standard risk-assessment format and be related to TLV. Village.

<b>Hazard (4 x 1 mark)</b>	<b>Rating</b>	<b>Those most likely to be harmed (4 x 2 marks)</b>	<b>Consequence (4 x 1 mark)</b>	<b>Realistic measures (4 x 2 marks)</b>
Slipping on spilt drinks.	2 (Accept 3)	Those at party (children, staff, parents).	Minor injury e.g. sprains or more serious injury e.g. broken limbs.	Regular mopping up when spillages occur.
Fire exits blocked.	3	All at party (children, staff, parents).	Death by smoke inhalation, injuries from fire.	Through regular checks, ensure fire exits clear.
Children in danger of wandering off	3	Children.	Lost or injured children.	Sufficient/qualified adults in attendance only/secure and regular checks on attendance.
Smaller children being injured in games.	1	Smaller children being hurt in ball games etc. when bigger children get excited.	Minor injuries such as bruising.	Qualified TLV staff to manage games thoroughly.
Also accept: Hazards linked to facilities such as: <ul style="list-style-type: none"> <li>• pool hazard;</li> <li>• trampoline;</li> <li>• climbing frame;</li> <li>• other realistic hazards.</li> </ul>				

AO2: 2x1; AO3: 1; AO4: 2x1  
for **each** hazard identified

Question	Answer	AO	Mark
3(c)	<p><i>Use Levels of Response Criteria</i></p> <p><i>Level 1</i> Candidate identifies the ways in which a poor approach to health and safety affects TLV. [1-3 marks]</p> <p><i>Level 2</i> Candidate analyses the ways in which a poor approach to health and safety affects TLV. [4-6 marks]</p> <p><i>Level 3</i> Candidate evaluates the ways in which a poor approach to health and safety affects TLV. [7-8 marks]</p> <p>Answers should include the following:</p> <ul style="list-style-type: none"> <li>• Serious problems with fire exits could mean the facility closed down through enforcement orders etc. and therefore lose all business until matters are rectified.</li> <li>• If staff fail to secure safety of children, they could develop a poor reputation and it could have an impact on the facility, which would have a negative effect on future similar functions taking place</li> <li>• Parents would have no confidence in the facility and it therefore could lose business involving children (clubs bookings and business direct from parents, etc.), as well as other business: this could have a serious effect on income/financial position of the facility.</li> <li>• Should accidents happen whilst activities are being supervised by centre staff, there would be a lack of confidence in the ability of the staff and therefore numbers would drop – staff could face redundancy.</li> <li>• In all instances legal action (by the authorities or the customer) could result, which is costly to defend and brings bad publicity.</li> <li>• Other valid responses accepted.</li> </ul>	AO1 AO3 AO4	2 2 4
4(a)	<p><i>Two strengths from:</i></p> <ul style="list-style-type: none"> <li>• mix of indoor and outdoor environments;</li> <li>• own grounds;</li> <li>• mix of activities;</li> <li>• TLVs spread across Europe.</li> </ul> <p><i>Two weaknesses from:</i></p> <ul style="list-style-type: none"> <li>• second annual holidays spent here;</li> <li>• ineffective promotion;</li> <li>• poor communication with customers;</li> <li>• ineffective booking system;</li> <li>• limited disabled facilities.</li> </ul>	AO2 AO3	4x1 4x1

Question	Answer	AO	Mark
<b>4(a) cont</b>	<p><i>Two opportunities from:</i></p> <ul style="list-style-type: none"> <li>• encouraging first annual holidays;</li> <li>• expansion into more physically active pastimes;</li> <li>• expansion into more passive leisure activities;</li> <li>• start building smaller health and fitness centres;</li> <li>• leisure villages in countries with warmer climates.</li> </ul> <p><i>Two threats from:</i></p> <ul style="list-style-type: none"> <li>• increasing competition;</li> <li>• few opportunities for new development sites;</li> <li>• increasing cost of new developments;</li> <li>• budget air fares to continental destinations;</li> <li>• population want something more physically active.</li> </ul>		
<b>4(b)(i)</b>	<p>Mark <b>4(b)(i)</b> to <b>4(b)(iv)</b> as example for <b>4(b)(i)</b>:</p> <p>Strength – mix of activities; Wide range of suitable activities all year round (1 mark) for all age and activity groups. (1 mark) This can be promoted to new customers (1 mark) and used to encourage repeat business. (1 mark).</p> <p style="text-align: center;"><i>[allow development marks as well as 'point' marks]</i></p>	AO3 AO4	<b>2</b> <b>2</b>
<b>4(b)(ii)</b>	<p>For example: Opportunity – encourage first annual holiday; leads to more visitors, staying off for longer, increasing occupancy rates, more revenue and profit.</p>	AO3 AO4	<b>2</b> <b>2</b>
<b>4(b)(iii)</b>	<p>For example: Weakness – ineffective promotion; need to consider techniques and materials used and target markets leading to a wider uptake of holidays at TLV.</p>	AO3 AO4	<b>2</b> <b>2</b>
<b>4(b)(iv)</b>	<p>For example: Threat – budget air fares to continental destinations; holiday-makers using cheap flights to go to warmer summer destinations even for second holiday/short breaks; offer better facilities, possibly at reduced rates and repeat business offers.</p>	AO3 AO4	<b>2</b> <b>2</b>

Question	Answer	AO	Mark
5(a)	<p><i>Two from:</i></p> <ul style="list-style-type: none"> <li>balance sheet – shows assets and liabilities of the business;</li> <li>cash flow forecast – shows the inflows and outflows of money over a period of time;</li> <li>accept other suitable suggestions.</li> </ul>	AO1	2x2
5(b)	<p><i>Two from:</i></p> <p>Sales budget:</p> <ul style="list-style-type: none"> <li>starting point for all budgets – demand for the facility's goods and services determines success or failure of the organisation;</li> <li>forecasting future sales should take into account: previous sales figures; competition; cost of equipment, maintenance, etc; marketing activities; industry trends, local economy. (Candidates should refer to at least <b>two</b> of these factors to get a mark)</li> </ul> <p>Whereas Expenditure budget:</p> <ul style="list-style-type: none"> <li>tool to delegate responsibility to divisional (departmental) managers;</li> <li>shows expenditure limits for individual department and for the organisation as a whole, so that TLV can meet its financial targets;</li> <li>includes fixed and variable costs over a set time period; needs to be considered in relation to the sales budget;</li> </ul> <p><i>[also accept reference to the fact that some organisations combine the sales and expenditure budgets]</i></p>	AO1	2x2
5(c)	<p><i>Three from:</i></p> <ul style="list-style-type: none"> <li>Budgets should be master and departmental/divisional to aid monitoring.</li> <li>Identifies expenses and sources of income for a specific budget period – TLV can identify where expenditure and income are dropping/increasing.</li> <li>Helps the organisation to maintain control of its finance – TLV can compare actual and forecast income and expenditure for different facilities and activities within facilities.</li> </ul> <p><i>[one mark for 'point' and one mark for development]</i></p>	AO2	3x2

**Total marks available: 100**

## Assessment Objective Breakdown

Question	AO1	AO2	AO3	AO4	Total
1(a)	6				6
1(b)	2				2
1(c)	1	3	4		8
2(a)	2				2
2(b)	1	3			4
2(c)	1	3			4
2(d)	1	3			4
3(a)(i)	2				2
3(a)(ii)	2				2
3(b)		8	4	8	20
3(c)	2		2	4	8
4(a)		4	4		8
4(b)(i)			2	2	4
4(b)(ii)			2	2	4
4(b)(iii)			2	2	4
4(b)(iv)			2	2	4
5(a)	4				4
5(b)	4				4
5(c)		6			6
<b>Totals</b>	<b>28</b>	<b>30</b>	<b>22</b>	<b>20</b>	<b>100</b>





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**LEISURE STUDIES**

Unit 5: Human Resources in the Leisure Industry

**G184/CASE STUDY**

**Pre-Release Case Study Material**

OPEN ON RECEIPT

**INSTRUCTIONS TO TEACHERS**

- The case study should be given to candidates upon receipt by the centre.

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## Club Apollo

The *Apollo Gym* was founded in the early 1980s when Bob Andrews retired from weight lifting. The Gym initially provided training facilities for weight lifters in the area. Bob Andrews soon realised, however, that there was an opportunity to develop the Gym as more and more people became concerned with the need to 'keep fit'.

Additional gym equipment was installed in 1987 and the business began to expand. Further improvements and changes were made over the next decade and by 1998 the business had become '*Club Apollo*'. The focus of the business has changed dramatically over the last twenty years – to the extent that the equipment for weight lifters is now very limited.

Today, *Club Apollo* is a health and leisure club with over 2 000 members. It is located in the market town of Smallwood.

Club Apollo features a:

- 25 metre swimming pool;
- leisure pool;
- sauna;
- aerobics suite;
- fitness suite.

Bob Andrews also saw the opportunity to develop the business into other aspects of the leisure industry, and so *Club Apollo* now has:

- a licensed bar;
- a restaurant;
- a function suite;
- conference facilities;
- 30 en-suite bedrooms.

These additional facilities are available to both members of *Club Apollo* and also on a 'pay as you use' basis to people living in and around Smallwood. Many local people use the bar and restaurant facilities, whilst some parents use the 'birthday party' service offered by *Club Apollo* for children under 12.

Business use of the conference facilities and the en-suite bedrooms has increased considerably over the last 18 months. Bob Andrews is concerned about the impact of this increased business use on the members of *Club Apollo* who feel that they are not getting such good quality service as in previous years. He is also concerned about the impact on the staff of *Club Apollo*, who are being asked to work longer hours and to work harder without any increase in rates of pay.

The expansion of *Club Apollo* has seen the number and range of employees increase significantly over the last ten years. Bob Andrews is no longer involved in the day-to-day organisation of *Club Apollo* – this lies in the hands of Charlotte Wilson, his recently appointed General Manager. In addition to Charlotte, the employees of *Club Apollo* include:

- 4 full-time duty managers;
- 1 full-time senior leisure club manager (Rashid Latif);
- 1 full-time junior leisure club manager (Hilary Singleton);
- 1 full-time conference and banqueting manager;
- 1 full-time bar and catering manager;
- 4 full-time chefs;
- 2 full-time receptionists;
- 1 full-time maintenance engineer;
- 5 full-time leisure attendants;
- 6 part-time leisure attendants.

In addition, *Club Apollo* also uses the services of:

- 3 self-employed aerobics instructors;
- 1 self-employed personal fitness adviser.

When Bob Andrews appointed Charlotte Wilson as General Manager, a key part of her role was to address some of the staffing issues which had concerned him over the last 12 months. Staff turnover at *Club Apollo* had increased significantly and there were difficulties in recruiting new staff. There appeared to be a general lack of motivation amongst some of the employees – amongst both full-time and part-time employees. It also seemed to Bob Andrews that many of the recently-appointed staff did not have the same level of training as the more experienced members of staff.

Amongst the questions asked at the interviews for General Manager were some relating to applicants' opinions on the relative merits of scientific and behavioural theories of management and motivation. Bob Andrews had wondered, for some time, whether the staff at *Club Apollo* were motivated purely by money or whether other methods of motivation were likely to be more appropriate.

Since taking up the post of General Manager, Charlotte Wilson has become aware that there are further issues regarding performance management and appraisal within *Club Apollo*. These are issues, along with the retention of staff, training and motivation, which she feels are amongst her first priorities. The senior leisure club manager has proposed that a part-time training co-ordinator should be appointed. The following job description has been written.

#### **Job Description for Part-Time Training Co-ordinator**

Title: Part-time Training Co-ordinator

**Duties:**

- identify staff training needs;
- maintain records of all training undertaken by staff;
- to assess trainees against national standards;
- to prepare monthly progress reports;
- to liaise with senior management of *Club Apollo*;
- to advise and assist with staff appraisals;
- any other duties as required by the General Manager.

**Responsible to:**

- reporting directly to senior leisure centre manager or their deputy.

**Hours of work:**

- Monday – Friday 12pm to 3pm.

**Salary:**

- £6 000 per annum.

**Benefits:**

- free use of leisure facilities at weekends.

Charlotte has also been contacted by the Head of Leisure Studies at Smallwood Further Education College about the possibility of developing links between the College and *Club Apollo*. Charlotte feels that this might provide an opportunity to address two of her priorities – recruitment and staff training.

Charlotte has arranged a meeting with all the managers to address some of these issues. Charlotte is aware that there may be an impact on *Club Apollo*'s human resource planning, and has asked Rashid Latif (the senior leisure club manager) to prepare a report on how the leisure club might benefit from the development of close links with the Leisure Studies Department at Smallwood Further Education College.



**Oxford Cambridge and RSA Examinations**

**General Certificate of Education**

**LEISURE STUDIES**

Unit 5: Human Resources in the Leisure Industry

**G184/TEST**

**Specimen Paper**

Additional materials: Pre-Release Case Study Material

**TIME** 1 hour 30 minutes

**INSTRUCTIONS TO CANDIDATES**

- Write your name, centre number and candidate number in the spaces above.
- Write your answers, in blue or black ink, in the spaces provided.
- Answer **all** the questions.
- Read each question carefully and make sure you know what you have to do before starting your answer.

**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**.

Question number	For examiner's use only
1	
2	
3	
4	
<b>TOTAL</b>	





Refer to the case study to answer the following questions.

- 1 (a) Explain **two** reasons why *Club Apollo* employs a number of leisure attendants on a part-time basis.

Reason 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Reason 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

- (b) Workers may be motivated by financial rewards. To what extent is financial reward likely to motivate part-time leisure attendants at *Club Apollo*, with reference to the range of approaches and techniques used to motivate staff in leisure organisations?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_ [10]

1 (c) Many of the aerobics instructors at Club Apollo are self-employed. Explain **one** advantage and **one** disadvantages of self employment for:

(i) *Club Apollo*.

Advantage: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Disadvantage: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

(ii) Aerobics instructors at *Club Apollo*.

Advantage: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

Disadvantage: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [2]

(d) Charlotte Wilson, the General Manager of *Club Apollo*, has received a request from members of a local swimming group who would like to work at the Club on a voluntary basis. How might this initiative provide an employment opportunity for the volunteers?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [3]

2 Club Apollo has decided to appoint a part-time training co-ordinator.

(a) Refer to the job description on page 4 of the case study.

Evaluate how useful this job description would be for:

(i) Potential applicants: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [4]

(ii) The *Club Apollo* in finding the best person for the job: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [4]

(b) This appointment will have to be considered in relation to *Club Apollo's* human resource plan. State **four** internal and **four** external factors which can influence the human resource planning of an organisation such as *Club Apollo*.

Internal Factor 1: \_\_\_\_\_  
\_\_\_\_\_ [1]

Internal Factor 2: \_\_\_\_\_  
\_\_\_\_\_ [1]

Internal Factor 3: \_\_\_\_\_  
\_\_\_\_\_ [1]

Internal Factor 4: \_\_\_\_\_  
\_\_\_\_\_ [1]

2 (b) continued

External Factor 1: \_\_\_\_\_  
\_\_\_\_\_ [1]

External Factor 2: \_\_\_\_\_  
\_\_\_\_\_ [1]

External Factor 3: \_\_\_\_\_  
\_\_\_\_\_ [1]

External Factor 4: \_\_\_\_\_  
\_\_\_\_\_ [1]

(c) State **three** benefits to an employer of shortlisting from letters of application.

Benefit 1: \_\_\_\_\_  
\_\_\_\_\_ [1]

Benefit 2: \_\_\_\_\_  
\_\_\_\_\_ [1]

Benefit 3: \_\_\_\_\_  
\_\_\_\_\_ [1]

(d) *Club Apollo* has decided which candidates to invite to interview. Describe **two** different methods of assessing applicants which might be used at interview.

Method 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [3]

Method 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ [3]



3 (b) Since the increase in conference business, there have been a number of complaints recently from local members of the *Club Apollo*. It seems that the leisure centre attendants do not work well as a team. What steps could *Club Apollo* take to improve the situation?

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[6]

(c) One of the duty managers is concerned about the attitude and performance of one of the receptionists and would like to dismiss him. Charlotte Wilson, the General Manager, believes that other steps should be taken first. Explain how this situation could be dealt with.

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[10]



4 (b) *Club Apollo* will need to take into account current employment legislation when recruiting and managing staff. Explain the possible implications for *Club Apollo* of non-compliance with:

(i) The Sex Discrimination Act: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[6]

(ii) The Working Time Directive: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

[6]



**Oxford Cambridge and RSA Examinations**

**General Certificate of Education**

**LEISURE STUDIES**

Unit 5: Human Resources in the Leisure Industry

**G184/MS**

**Mark Scheme**

**Advice to examiners on marking scripts**

- 1 Please ensure that you use the *final* version of the marking scheme.  
*You are advised to destroy all draft versions.*
- 2 Please mark all post-standardisation scripts in red ink. A tick should be used for each answer judged worthy of a mark. The tick should be placed at the point in the answer where the mark has been awarded. The number of ticks should be the same as the number of marks awarded. If two (or more) responses are required for one mark, use only one tick. Half marks should never be used.
- 3 No comments should be written on scripts.  
Remember that scripts may be returned to centres.
- 4 The marks awarded for each part question should be indicated in the margin provided on the right hand side of the page. The mark total for each question should be ringed at the end of the question, on the right hand side. These totals should be added up to give the final total on the front of the paper.
- 5 Correct answers to calculations should gain full credit even if no working is shown unless otherwise indicated in the mark scheme. (An instruction on the paper to 'Show your working' is to help candidates who may then gain partial credit even if their final answer is not correct.)
- 6 Strike through all blank spaces and/or pages in order to give a clear indication that the whole of the script has been considered.
- 7 An element of professional judgement is required in the marking of any written paper and candidates may not use the exact words that appear in the mark scheme. If the essence is correct *and* answers the question, contact your Team Leader/Principal Examiner for guidance.



Question	Answer	AO	Mark
1(a)	<p><i>Two from:</i></p> <ul style="list-style-type: none"> <li>• the facility is open long hours, (1 mark) and using part-time staff avoids staff working too many unsociable hours (1 mark);</li> <li>• the facility may be quiet during the day, (1 mark) and it can tailor employees' hours to suit busy times (1 mark);</li> <li>• some may have other jobs (or responsibilities such as child care) during the day, (1 mark) and use this job to supplement income (1 mark).</li> </ul> <p><i>[One mark for each point and additional mark for development]</i></p>	AO2	2x2
1(b)	<p><i>Use Levels of Response Criteria</i></p> <p>Candidates should relate theories on motivation in the work place to Club Apollo's part-time leisure attendants.</p> <p>At lower levels responses are likely to talk about financial rewards in general terms. Higher achieving candidates should also refer to management motivating <b>part-time leisure attendants</b> at Club Apollo through techniques such as:</p> <ul style="list-style-type: none"> <li>• goal/target setting;</li> <li>• job enrichment, and job enlargement;</li> <li>• working in teams;</li> <li>• empowerment.</li> </ul> <p>Employees may be motivated by factors such as: a supportive working environment, an attractive working environment, enjoyment of the job, social aspect of the job, interest, commitment, career opportunities, other benefits (e.g. use of the leisure facilities), opportunities for training/development. Part-time employees may want flexibility to fit work in with other interests/commitments and likelihood of full time work may also have an influence. Recognition for good work is an important motivator (especially if it is tangible /financial).</p> <p><i>Level 1</i> Candidates demonstrate knowledge of motivation theory. <i>[1-3 marks]</i></p> <p><i>Level 2</i> Candidates apply motivation theory in the context of the case study. <i>[4-7 marks]</i></p> <p><i>Level 3</i> Candidates refer to both financial and non-financial motivating factors and draw reasoned conclusions about the extent to which financial reward motivates part-time leisure attendants. <i>[8-10 marks]</i></p>	AO4	10

Question	Answer	AO	Mark
1(c)(i)	<p><i>One from each of:</i></p> <p>Advantages –</p> <ul style="list-style-type: none"> <li>• can employ more instructors for different activities;</li> <li>• contract may have more flexibility;</li> <li>• club does not have to take responsibility for tax and NI, etc.</li> </ul> <p>Disadvantages –</p> <ul style="list-style-type: none"> <li>• instructor may not be available when required at Club Apollo;</li> <li>• instructor may not be committed to working at Club Apollo;</li> <li>• instructor does not need to give normal notice period if does not want to continue working at Club Apollo.</li> </ul>	AO1	2x2
1(c)(ii)	<p><i>One from each of:</i></p> <p>Advantages –</p> <ul style="list-style-type: none"> <li>• it allows them flexibility of seeking additional employment at other facilities, as is the nature of this type of post;</li> <li>• instructor can choose not to work if wish.</li> </ul> <p>Disadvantages –</p> <ul style="list-style-type: none"> <li>• may not be employed some of the time;</li> <li>• will need to keep records of own earnings and expenditure for tax purposes.</li> </ul>	AO1	2x2
1(d)	<p>Might give volunteers experience/training they do not have;</p> <p>might be able to use the experience in applying for jobs;</p> <p>might be able to use the experience at interview for jobs;</p> <p>opportunity to work with local charity;</p> <p>opportunity or trial in the occupation before embarking on it.</p>	AO1 AO2	1 2

Question	Answer	AO	Mark
<p><b>2(a)(i)</b></p>	<p><i>Responses should include reference to the following:</i></p> <ul style="list-style-type: none"> <li>• job title to identify – helps applicant to assess the level of responsibility;</li> <li>• duties are explained enabling applicants to determine whether they meet what is required;</li> <li>• salary, benefits and hours included clearly: applicants can assess whether these meet what they are looking for;</li> <li>• chain of command.</li> </ul> <p>Accept other appropriate points of evaluation e.g. job description provides useful information, but omits leave entitlement, name and location of organisation, staff the post would be responsible for (or none), description of working conditions.</p> <p style="text-align: right;"><i>[One mark for each point plus one for development up to maximum 4 marks]</i></p>	AO4	<b>4</b>
<p><b>2(a)(ii)</b></p>	<p><i>Responses should include reference to the following:</i></p> <ul style="list-style-type: none"> <li>• gives applicants some information about role they are applying for, thereby reducing unsuitable applications;</li> <li>• but more could be given, thereby reducing unsuitable applications, which cost time and money for the employer to deal with</li> </ul> <p>Responses may include points listed under <b>2(a)(i)</b>. Credit if applied to Club Apollo, but not if answer is simply duplicated.</p> <p style="text-align: right;"><i>[One mark for each point plus one for development up to maximum 4 marks]</i></p>	AO4	<b>4</b>
<p><b>2(b)</b></p>	<p><i>Four internal from:</i></p> <ul style="list-style-type: none"> <li>• different organisational structures;</li> <li>• levels of motivation;</li> <li>• staff turnover;</li> <li>• sickness rates;</li> <li>• absenteeism;</li> <li>• accept other reasonable suggestions.</li> </ul> <p><i>Four external from:</i></p> <ul style="list-style-type: none"> <li>• employment trades;</li> <li>• competition for job seekers;</li> <li>• locality issues;</li> <li>• the economy;</li> <li>• accept other suitable suggestions.</li> </ul>	AO1	<b>8x1</b>

Question	Answer	AO	Mark
2(c)	<p><i>Three from:</i></p> <ul style="list-style-type: none"> <li>• enables employer to assess applicant's literacy and communication skills;</li> <li>• a potential employee can tailor the application to the post, (give the information they want to give and can choose own preferred structure) – enables employer to assess applicant's organisational / self presentational skills;</li> <li>• applicant can focus on attributes e.g. include relevant experience gained outside formal employment and can deal positively with career 'gaps';</li> <li>• can give all relevant experience and expertise (as opposed to having limited space on an application form);</li> <li>• accept other reasonable answers.</li> </ul>	AO1	3x1
2(d)	<p><i>Two from:</i></p> <ul style="list-style-type: none"> <li>• <i>one-to-one interview:</i> interviewer asks applicant questions (and vice versa) and provides information about the post – interviewer primarily responsible for identifying suitable applicant;</li> <li>• <i>panel:</i> normally around three people conduct the interview together; joint decision involving relevant staff in decision process; allows participation of those with different and/or appropriate skills, e.g. personnel;</li> <li>• <i>practical:</i> tests the skills of the candidate to the job in an appropriate manner; ensures that the employee can work under stressful conditions; can be used to compare the different candidates; can be used as stimulation material for discussion;</li> <li>• <i>personality test:</i> normally a written or computer-based test applied to all applicants; tests the appropriateness of the candidate to the post; provides other additional information – usually used in conjunction with one to one or panel interview; gets below the 'surface' of interview techniques that may not reveal important issues of the nature of the candidate and their ability to respond in a customer service based organisation;</li> <li>• accept other appropriate suggestions.</li> </ul>	AO1	2x3

Question	Answer	AO	Mark
<p><b>3(a)</b></p>	<p><i>Answers should include the following:</i></p> <p>First hour</p> <ul style="list-style-type: none"> <li>• tour of Club Apollo:</li> <li>• issue of name badge and uniform</li> <li>• personal locker, toilet and staff washing facilities;</li> <li>• staff room and other staff facilities</li> <li>• introductions to other members of staff;</li> </ul> <p>First day</p> <ul style="list-style-type: none"> <li>• organisation chart;</li> <li>• health and safety matters / fire safety, etc</li> <li>• (ideally by member of HR staff) pay procedures, pension matters, sick procedures, etc;</li> </ul> <p>First week</p> <ul style="list-style-type: none"> <li>• rotas, etc;</li> <li>• specialist training on Club Apollo's equipment;</li> <li>• should normally be led by line manager</li> </ul> <p>Also accept:</p> <ul style="list-style-type: none"> <li>• likely to be formal and informal elements; some parts should be documented to ensure employer complies with legislation;</li> <li>• may include assessment of new employee at set points;</li> </ul> <p style="text-align: center;"><i>[Allow marks for development. Accept some variation on this order if realistic.]</i></p>	<p>AO2</p>	<p><b>12</b></p>
<p><b>3(b)</b></p>	<p><i>Answers should include some of the following:</i></p> <ul style="list-style-type: none"> <li>• use of performance management – discuss issues with individual staff at performance reviews/appraisals;</li> <li>• use of team building exercises during off-the-job training;</li> <li>• introduction of job rotation;</li> <li>• identify ways of job enlargement or job enrichment.</li> <li>• other reasonable answers.</li> </ul>	<p>AO2 AO3</p>	<p><b>3</b> <b>3</b></p>

Question	Answer	AO	Mark
3(c)	<p><i>Use levels of response criteria.</i></p> <p><i>Responses should relate to both performance management and that legal requirements have to be complied with before an employee can be dismissed. Award maximum Level 2 if candidates do not address both aspects.</i></p> <p>Answers may include:</p> <ul style="list-style-type: none"> <li>• need to investigate the receptionist's view – there may be short-term reasons for poor performance;</li> <li>• there may be problems with how the duty manager is dealing with the receptionist – have there been any other complaints about this particular receptionist?</li> <li>• use of appraisal to determine whether receptionist needs further training;</li> <li>• use of target-setting, job enrichment, or other means of staff motivation;</li> <li>• if there is no improvement in performance, may need to consider disciplinary proceedings (informal warning, formal warning with dismissal as final step).</li> </ul> <p><i>Level 1</i> Candidates demonstrate knowledge of performance management. <span style="float: right;"><i>[1-3 marks]</i></span></p> <p><i>Level 2</i> Candidates apply knowledge of performance management in the context of the case study and question. <span style="float: right;"><i>[4-7 marks]</i></span></p> <p><i>Level 3</i> Candidates refer to both performance management and disciplinary procedures and draw reasoned conclusions about the extent to which financial reward motivates part-time leisure attendants. <span style="float: right;"><i>[8-10 marks]</i></span></p>	AO3	10



Question	Answer	AO	Mark
4(a)	<p><i>Use Levels of Response Criteria.</i></p> <p><i>Answers should relate to the advantages for students.</i></p> <p><i>Level 1</i> Candidates demonstrate knowledge of methods of work based training within the leisure industry. <i>[1-3 marks]</i></p> <p><i>Level 2</i> Candidates apply knowledge of advantages of work-based training with a leisure industry example. <i>[4-6 marks]</i></p> <p><i>Level 3</i> Candidates analyse and evaluate advantages of work-based training within a leisure context and draw reasoned conclusions. <i>[7-10 marks]</i></p> <p>Advantages for students include:</p> <ul style="list-style-type: none"> <li>• practical aspects – opportunity to learn in the 'real world';</li> <li>• opportunity to experience job before making career decisions;</li> <li>• training allowance may be payable while training received;</li> <li>• opportunity to achieve industry-recognised qualifications;</li> <li>• but bad habits may be picked up if work-based trainer is unskilled;</li> <li>• however, approach from local FE college means that college tutors will oversee programme, so student still retains contact with college.</li> </ul>	AO4	10
4(b)(i)	<p><i>Answers should relate to Sex Discrimination Act and may include:</i></p> <ul style="list-style-type: none"> <li>• employee may require employer to answer questions before filing Tribunal case – time consuming to answer;</li> <li>• employee or interviewee may file Employment Tribunal case;</li> <li>• Tribunal case may be costly and time-consuming to fight;</li> <li>• bad publicity of case even if Tribunal finds in favour of the employer – loss of reputation;</li> <li>• reputation with remaining staff and customers affected;</li> <li>• effect on staff motivation/staff retention if staff of either gender feel discriminated against;</li> <li>• loss of reputation may lead to loss of customers and loss of income;</li> <li>• employee may win significant compensation;</li> <li>• accept other appropriate suggestions.</li> </ul> <p><i>[One mark for each point plus one for development up to maximum 6 marks]</i></p>	AO3	6

Question	Answer	AO	Mark
<b>4(b)(ii)</b>	<p><i>Answers should relate to the Working Time Directive and may include:</i></p> <ul style="list-style-type: none"> <li>• failure to comply with Directive will mean staff are working long hours</li> <li>• with consequences for performance, morale, staff retention;</li> <li>• potential for impact on health and safety if staff are working excess hours;</li> <li>• staff may apply for enforcement of the Directive to a Tribunal;</li> <li>• staff may be entitled to back pay;</li> <li>• effect on reputation and customer base if staff are demotivated.</li> </ul> <p><i>[One mark for each point plus one for development up to maximum 6 marks]</i></p>	AO3	<b>6</b>

**Total mark available: 100**

Analysis of marks

Question	AO1	AO2	AO3	AO4	Total
<b>1a</b>		4			4
<b>1b</b>				10	10
<b>1c(i)</b>	4				4
<b>1c(ii)</b>	4				4
<b>1d</b>	1	2			3
<b>2a(i)</b>				4	4
<b>2(a)(ii)</b>				4	4
<b>2b</b>	8				8
<b>2c</b>	3				3
<b>2d</b>	6				6
<b>3a</b>		12			12
<b>3b</b>		3	3		6
<b>3c</b>			10		10
<b>4a</b>				10	10
<b>4b(i)</b>			6		6
<b>4b(ii)</b>			6		6
<b>Total</b>	26	21	25	28	100