

Surname		Other Names	
Centre Number		Candidate Number	
Candidate Signature			

For Examiner's Use
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General Certificate of Education  
January 2007  
Advanced Level Examination



**LEISURE STUDIES**  
**Unit 9 Working in the People Business**

**LS09**

Friday 12 January 2007 9.00 am to 11.00 am

<p><b>You will need no other materials.</b> You may use a calculator.</p>
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Time allowed: 2 hours

**Instructions**

- Use blue or black ink or ball-point pen.
- Fill in the boxes at the top of this page.
- Answer **all** questions.
- Answer the questions in the spaces provided.
- If you need extra paper, use additional answer sheets.
- Do all rough work in this book. Cross through any work you do not want to be marked.

**Information**

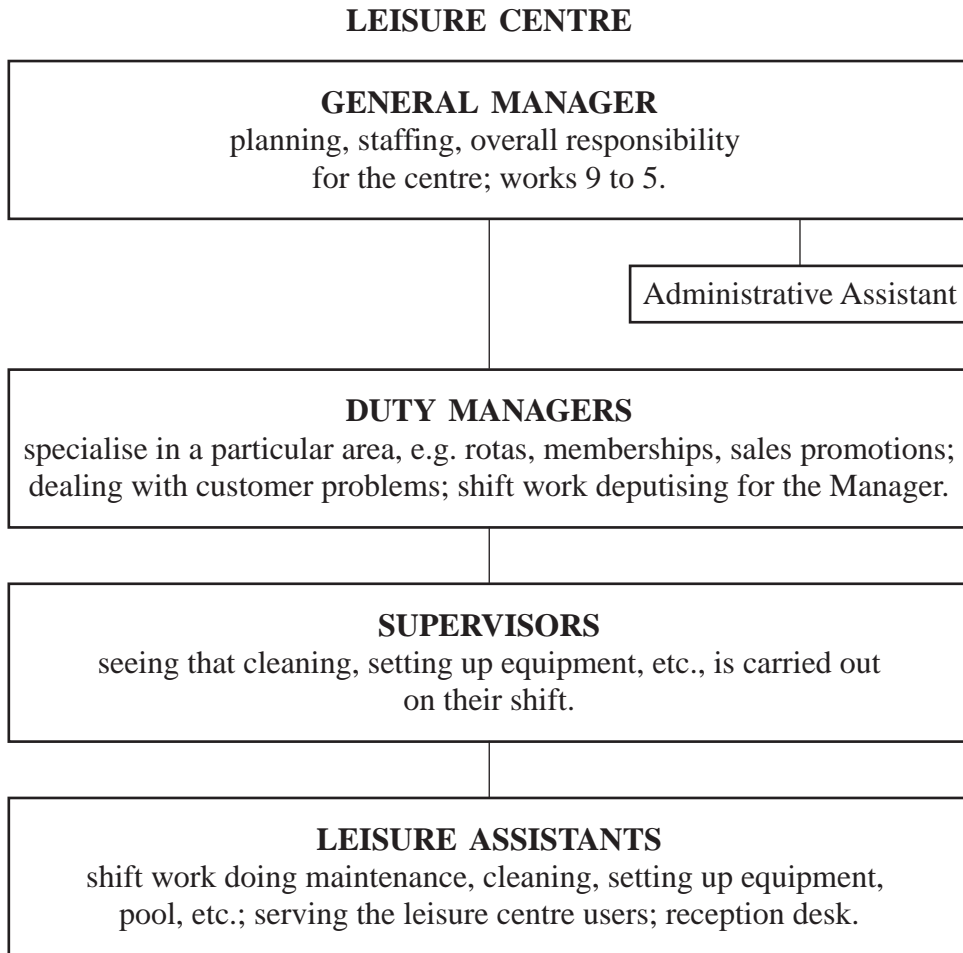
- The maximum mark for this paper is 90.
- The marks for questions are shown in brackets.
- You will be marked on your ability to use an appropriate form and style of writing, to organise relevant information clearly and coherently, and to use specialist vocabulary where appropriate. The legibility of your handwriting and the accuracy of your spelling, punctuation and grammar will also be considered.

For Examiner's Use			
Question	Mark	Question	Mark
1		5	
2		6	
3		7	
4			
Total (Column 1) →			
Total (Column 2) →			
TOTAL			
Examiner's Initials			

Answer **all** questions in the spaces provided.

1 Study **Figure 1**, which shows the staffing structure and duties at a large leisure centre.

**Figure 1**



(a) (i) Identify **three** personal qualities that would be expected of **all** members of staff working at the leisure centre.

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(3 marks)

(ii) Outline the additional personal qualities required of the General Manager.

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*(3 marks)*

(b) What career development advice would you give to a Leisure Assistant if he or she is to have good prospects of promotion to higher levels?

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*(4 marks)*

**Question 1 continues on the next page**

**Turn over ►**

(c) Some problems that arise in the leisure centre cannot be resolved by the Duty Manager.

Suggest **one** example of a problem that would **not** normally be dealt with by the Duty Manager, and explain why the General Manager should deal with it.

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*(4 marks)*

<b>14</b>

2 People applying for posts in the leisure industry can choose from a range of job opportunities that suit their skills, qualifications and previous experience.

Name **one** job that you have studied in the leisure industry. Explain why the skills, qualifications and previous experience expected from a suitable applicant are needed.

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(10 marks)

10

3 Study **Figure 2**, which outlines the performance-related pay system used in a leisure organisation.

**Figure 2**

<b>Employee's Performance</b>	<b>Measurement</b>	<b>Payment</b>
Excellent	Has exceeded all targets	Basic pay plus higher payment
Good	Has achieved all targets	Basic pay plus medium payment
Average	Has achieved most targets	Basic pay plus small payment
Unsatisfactory	Has not achieved most targets	Basic pay only

Managers in some leisure organisations believe that payment by performance is a good way of motivating their staff.

Evaluate the strengths and weaknesses of performance-related pay for both managers and employees.

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*(12 marks)*

<b>12</b>

**Turn over for the next question**

**Turn over ►**

4 Study **Figure 3**, which is an advertisement for a job in the leisure industry.

**Figure 3**

The article which appeared as **Figure 3** cannot be reproduced here due to third-party copyright constraints.

(a) Suggest where the job advertisement should be placed to attract suitable candidates.

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*(2 marks)*



(b) Discuss the likely effectiveness of this advertisement if suitably placed.

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*(8 marks)*

(c) Suggest how an organisation can find out whether it is attracting applications for jobs from every section of society.

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*(2 marks)*

- 5 (a) Suggest **two** sources of information about candidates, **other than** CVs, that a leisure organisation could consider before drawing up a shortlist for interview.

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*(2 marks)*

- (b) Discuss the main advantages and disadvantages of interviewing as a method of finding out who is the best candidate for a job.

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*(10 marks)*

6 At a three-day music festival held in August, recruitment agencies are used to provide the temporary employees needed, such as security staff.

(a) Suggest **two** types of job, **other than** security staff, for which the festival might use recruitment agencies.

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(2 marks)

(b) Discuss the advantages to a worker of registering with a recruitment agency.

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(6 marks)

Figure 4 shows the header of an occasional worker’s contract.

Figure 4



(c) Curwen Hotels do not use recruitment agencies. Instead, the company makes an agreement with a number of local people to work at large hospitality events when required. They have no regular hours but are engaged on an occasional basis.

(i) Explain the advantages for the Curwen Hotel company of staffing its events in this way.

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(6 marks)

Question 6 continues on the next page

Turn over ▶

- (ii) The occasional workers employed as waiters are provided with a uniform.

Outline the Curwen Hotel’s likely contractual requirements on appearance and uniform at the events.

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*(4 marks)*

7 Leisure organisations need proper procedures so that employees can have their grievances heard and, if justified, remedied.

An employee in a large leisure organisation has a grievance about unfair allocation of shift work, and decides to make a complaint.

Explain the procedures by which the grievance should be dealt with so that it can be brought to a satisfactory and fair conclusion.

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**Question 7 continues on the next page**

**Turn over ▶**

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*(12 marks)*

<b>12</b>

**END OF QUESTIONS**