

**ADVANCED GCE UNIT
LEISURE STUDIES**

G184

UNIT 5: Human Resources in the Leisure Industry

WEDNESDAY 24 JANUARY 2007

Morning

Time: 1 hour 30 minutes

Candidates answer on the question paper.

Additional materials: Pre-release case study material (clean copy)



Candidate
Name

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 boxes above.
- Answer **all** the questions.
- Use blue or black ink.
- Read each question carefully and make sure you know what you have to do before starting your answer.
- If you run out of space for an answer, continue on the lined page at the back of the booklet.
- If you use this lined page, you **must** write the question number next to your answer.
- Do **not** write in the bar code.
- Do **not** write outside the box bordering each page.

INFORMATION FOR CANDIDATES

- The number of marks for each question is given in brackets [] at the end of each question or part question.
- The total number of marks for this paper is 100.

For Examiner's Use	
1	
2	
3	
4	
Total	

This document consists of **13** printed pages, **1** lined page and **2** blank pages.

1 (a) Many of the current staff at *Fit4Life* are employed on a part-time basis or are self-employed instructors.

(i) Explain **two** reasons why leisure organisations such as *Fit4Life* might employ leisure assistants on a part-time basis.

Reason 1

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Reason 2

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.....[4]

(ii) Explain **two** possible disadvantages to leisure organisations such as *Fit4Life* of employing fitness instructors on a self-employed basis.

Disadvantage 1

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Disadvantage 2

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.....[4]

2 Grace has decided to advertise the post of General Manager both internally and externally.

(a) (i) Explain why Grace might have taken the decision to advertise the post internally.

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(ii) Explain why Grace might have taken the decision to advertise the post externally.

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(b) (i) Identify **two** suitable external methods of recruitment advertising that could be used for the post of General Manager **and** explain why each method would be appropriate for this particular post.

Method 1:

Explanation:

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Method 2:

Explanation:

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3 Following the recruitment and selection process, Debbie Clark, was appointed to the post of General Manager for the new facility. Gareth Jones, the Fitness Manager was very disappointed that he did not get the job as General Manager. Both Grace and Debbie are concerned that Gareth may not be motivated to work as effectively in the new facility and are considering how best to motivate Gareth so that he still feels valued and supported in the workplace.

(a) (i) Explain what is meant by the term “management by objectives”.

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(ii) Explain how this might be an effective motivational technique in these circumstances.

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- (b) Discuss the strengths and weaknesses of **one other** motivational technique *Fit4Life* might implement so that all staff work effectively as a team.

Motivation technique:

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4 (a) The move to Bishops Park will have significant human resource implications for *Fit4Life*, especially with regard to employment legislation.

(i) Explain how the day-to-day running of *Fit4Life* would be affected by the Working Time Directive.

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(ii) Explain the possible implications for *Fit4Life* should it **fail** to comply with the Sex Discrimination Act.

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(b) Evaluate the benefits **and** limitations to *Fit4Life*, after moving to Bishop Park, of employing a flexible workforce.

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[Total: 22]

If you use the following lined page to complete the answer to any question, the question number **must** be clearly shown.

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