

Surname		Other Names	
Centre Number		Candidate Number	
Candidate Signature			

For Examiner's Use

General Certificate of Education
January 2008
Advanced Level Examination



LEISURE STUDIES
Unit 9 Working in the People Business

LS09

Friday 11 January 2008 9.00 am to 11.00 am

<p>You will need no other materials. You may use a calculator.</p>

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		8	
Total (Column 1) →			
Total (Column 2) →			
TOTAL			
Examiner's Initials			

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

1 Study **Figure 1**, which shows part of the staffing rota at a leisure organisation.

Figure 1

	THURSDAY		FRIDAY		SATURDAY			SUNDAY	
	1000 to 1700	1600 to 2300	1000 to 1700	1600 to 2300	0800 to 1500	1400 to 2100	1700 to 2400	1000 to 1700	1600 to 2300
AREA 1	Asma	Chris	Ben	Fraser	Asma	Else	Ben	Asma	Donna
AREA 2	Ben	Donna	Else	Gina	Chris	Hamid	Gina	Chris	Else
AREA 3		Else		Hamid	Donna		Fraser	Hamid	Fraser

Discuss the factors that should be taken into account when drawing up staffing rotas such as the one shown in **Figure 1**.

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(10 marks)

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Turn over for the next question

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- 3 (a) Leisure organisations make use of references as part of their recruitment and selection procedure.

How can references be used in the recruitment and selection procedure?

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(4 marks)

- (b) Explain how leisure organisations wishing to appoint new staff can ensure that the selection process is fair to applicants.

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(8 marks)

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Turn over for the next question

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- 4 Staff in the leisure industry have an appraisal as part of their organisation's performance management cycle. This usually takes place on an annual basis.

Describe, and explain the reasons for, the **key** steps used in the staff appraisal procedure at a leisure organisation that you have studied.

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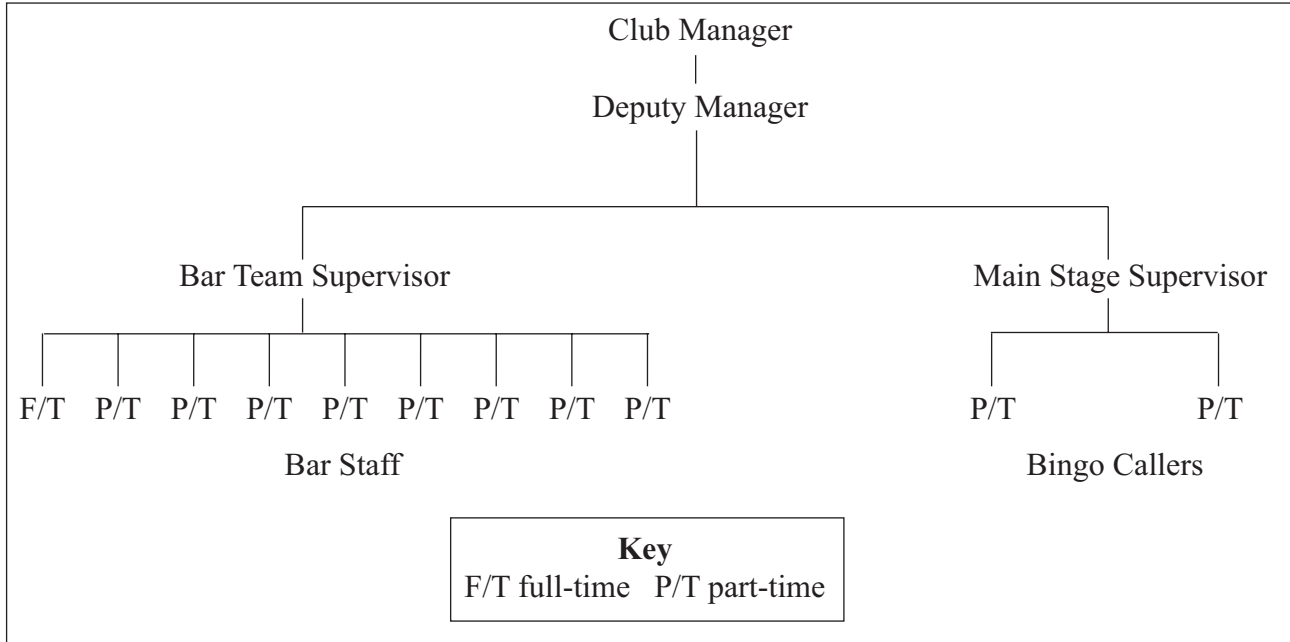
Turn over for the next question

Turn over ►

5 Gala Coral is a successful leisure company, with over 175 Bingo Clubs offering afternoon and evening entertainment across the UK. Gala Coral employs some 18 000 people.

Figure 2 shows a simplified organisational structure at a Gala Bingo Club.

Figure 2



(a) Suggest what is meant by the following terms:

(i) Chain of command

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(2 marks)

(ii) Span of control.

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(2 marks)

(b) Suggest the implications for a large leisure organisation such as Gala Coral of employing a high number of part-time staff.

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(4 marks)

Question 5 continues on the next page

Turn over ►

(c) Study **Figure 3**.

Figure 3

A woman chose to apply for a position at Gala Bingo because of the prospects for progression and the opportunity to train with the company. After initial training, she transferred to several different clubs in succession and has now been promoted to Deputy Manager.

Explain how and why working in different clubs might have helped this woman to make progress in her career.

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(6 marks)

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- 6 In addition to Bingo Clubs, there are also over 30 Gala Casinos where members can take part in games such as poker and roulette.

Study **Figure 4**, which summarises some aspects of the job of card dealer at a casino.

Figure 4

Job Title: Card Dealer	
Job requirements	Conditions of working
<ul style="list-style-type: none"> • Able to make fast mental calculations. • Must be 18 years of age or older. • Must pass vetting system, where background is carefully checked. 	<ul style="list-style-type: none"> • Night work is the norm as gaming is permitted only between the hours of 2 pm and 6 am. • Smart dress code. • Constant interaction with the customers.

- (a) Suggest why applicants for this job must be aged over 18 and are subject to a vetting system.

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(2 marks)

- (b) What are the key requirements of the Working Time Regulations for night workers?

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(4 marks)

(c) Name **one** job in the leisure industry, **other than** card dealer, that you have studied.

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(i) Outline the requirements needed to do your chosen job. Explain why only certain people are suited to this job.

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(6 marks)

Question 6 continues on the next page

Turn over ▶

- (ii) Explain how conditions of working in your chosen job are to some employees' liking, but would not appeal to everyone.

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(6 marks)

7 Outline the key requirements of The Sex Discrimination Act for employers.

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(4 marks)

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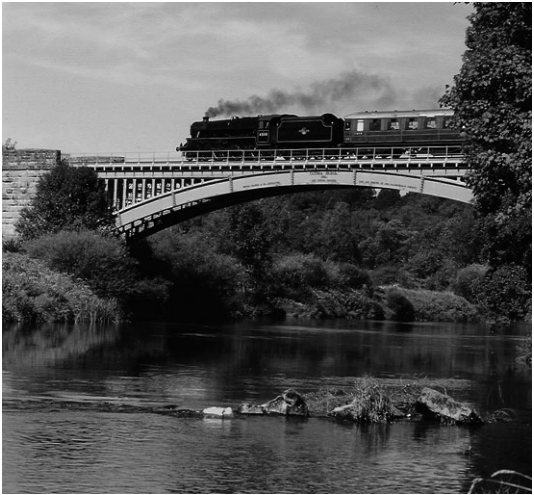
8 Study Figure 5.

Figure 5

The Severn Valley Railway Company

The Company runs a regular passenger service. Riding on the train is a particularly popular leisure activity in the summer holidays and at weekends.

Paid staff are responsible for administration and marketing. The company nevertheless depends on the help of about 200 volunteers throughout the year.



Explain the likely benefits and drawbacks for the company of using volunteer staff.

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END OF QUESTIONS

There are no questions printed on this page

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Figures 2, 3 & 4 Gala Coral Group Limited
Figure 5 Severn Valley Railway Collection

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