

**To be opened on receipt**

**A2 GCE LEISURE STUDIES**

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

**PRE-RELEASE CASE STUDY**

**JANUARY 2013**



**INSTRUCTIONS TO TEACHERS**

- This Case Study **must** be opened and given to candidates on receipt.

**INFORMATION FOR CANDIDATES**

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **4** pages. Any blank pages are indicated.

## GYMTIME

During recent years leisure organisations have been affected by the ever changing economic situation and, in particular, by the recession. One such organisation was Fast Fitness. Fast Fitness had seven gym facilities located all over Scotland and the North East of England.

Six months ago Fast Fitness merged with another leisure organisation operating under the name Gymtime. Gymtime is a well-established brand with 10 gym facilities in the North West of England. 5

In order to retain its identity and presence in the market, the management decided to continue with Gymtime as the brand name as it was the larger organisation in the merger. This means that Gymtime now has 17 gym facilities which operate in the private sector, located in Scotland, the North West and the North East of England. 10

The main customers are individuals with memberships, with many maintaining their membership every year. Gymtime also offers corporate membership of the gym to businesses at a reduced price. As with all leisure organisations, there are a number of internal and external issues which affect membership of Gymtime.

Gymtime has a head office located in Manchester, and it has three regions in which it operates: Scotland, the North East of England and the North West of England. Gymtime has a centralised organisational structure (see Fig. 1). 15

The management wishes to appoint a regional manager for each of Gymtime's three regions. Advertisements have been placed for the new regional manager positions in industry specific magazines, national newspapers and also internally in the organisation's newsletter. 20

The recruitment process used by Gymtime is fairly standard. Following the advertisement and the completion of an application form, which is available both paper based and electronically, potential employees are shortlisted and invited to interview. A panel of people interview applicants in groups. The results of this process are reviewed alongside psychometric tests. When appointed to the position, an induction process is carried out, as is the case with all new members of staff. 25

Due to the merger, there was a review of the organisational structure as Gymtime was over-staffed and needed to rectify the situation. Gymtime employs full-time and part-time permanent employees and it also has a number of people employed seasonally, on a casual basis to meet increased demand. Gymtime is open from 5 am to 11 pm seven days a week. The redundancy process had to consider both employees' rights and employers' responsibilities. This process included both voluntary and compulsory redundancy. There was at least one redundancy at each gym location and a change in a number of job roles, some of which could be said to be demotions. 30

As a result of the merger and redundancies, staff morale and motivation within Gymtime is very poor. The staff have yet to form cohesive teams and this shows to customers in particular. This is an issue which the management of Gymtime feels must be addressed as a matter of urgency. Managers understand the need to effectively manage the performance of staff through target setting and appropriate appraisal techniques. 35

The management is also considering other motivational techniques which it may implement depending on need. 40

Extract from the organisational structure of Gymtime

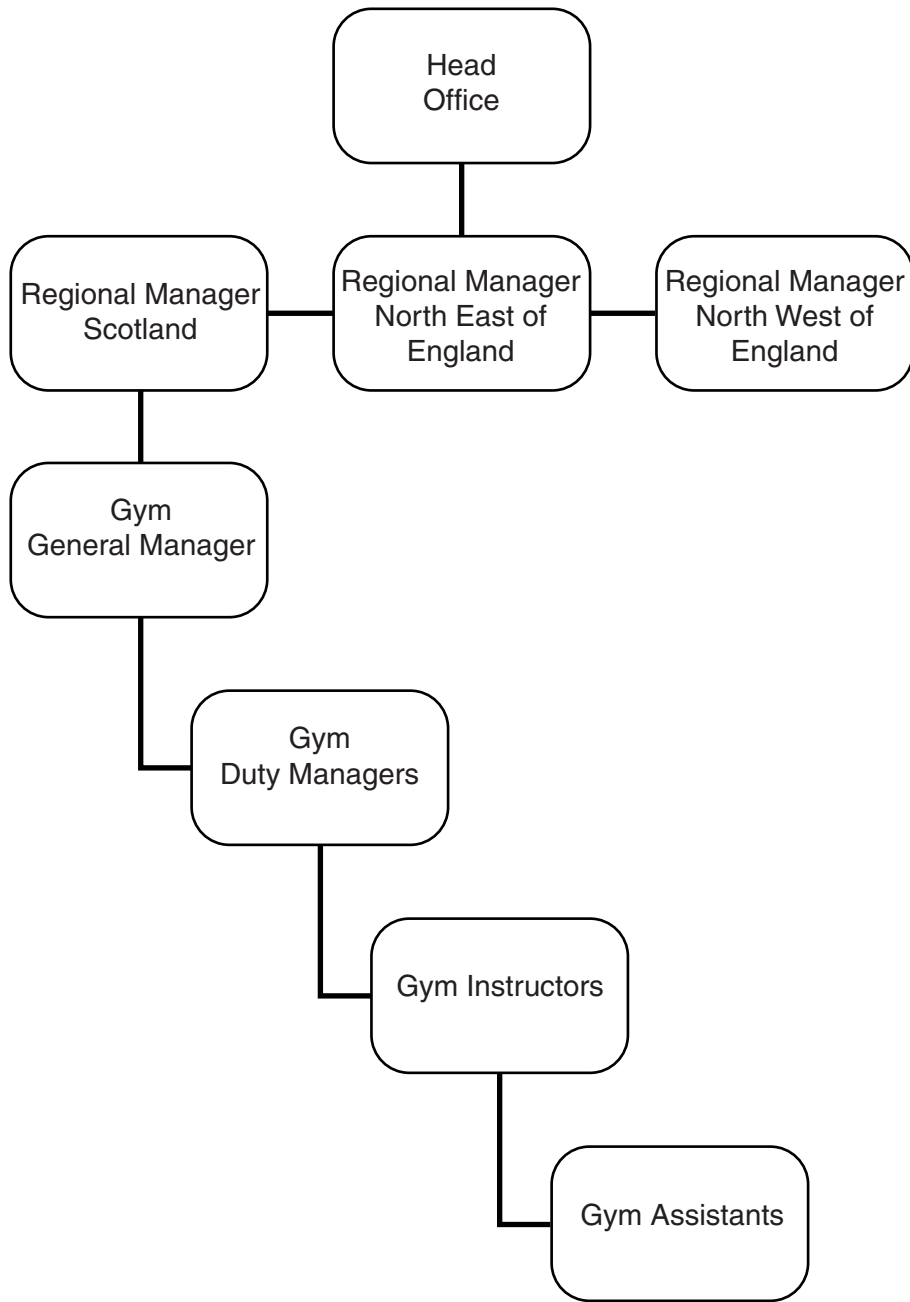


Fig. 1

**Copyright Information**

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website ([www.ocr.org.uk](http://www.ocr.org.uk)) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material, OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, First Floor, 9 Hills Road, Cambridge CB2 1GE.

OCR is part of the Cambridge Assessment Group; Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.