

ADVANCED GCE

LEISURE STUDIES

Human Resources in the Leisure Industry

G184/CS

CASE STUDY

Friday 11 June 2010

Afternoon

Duration: 1 hour 30 minutes



INFORMATION FOR CANDIDATES

- This is a clean copy of the Case Study which you should already have seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You may **not** take your previous copy of the case study into the examination.
- You may **not** take notes into the examination.
- This document consists of **4** pages. Any blank pages are indicated.

Festival Cinema

Festival Cinema is a facility privately owned by Jackie Taylor. It is one of the few remaining cinemas which is not part of a national chain. It is located in the north-west of England, in the centre of a small town. The other facilities in the town include a bowling alley, bingo hall, restaurants and shops.

The facilities at the cinema include:

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- six screens;
- bar – selling alcoholic and non-alcoholic drinks;
- refreshment area – selling popcorn, hotdogs, hot and cold drinks, pick and mix, etc;
- free car park.

The cinema offers a range of employment opportunities, which include full-time permanent staff and part-time assistants who work a fixed number of hours. The cinema operates in teams as shown in **Fig 1**.

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Organisational Structure for Festival Cinema

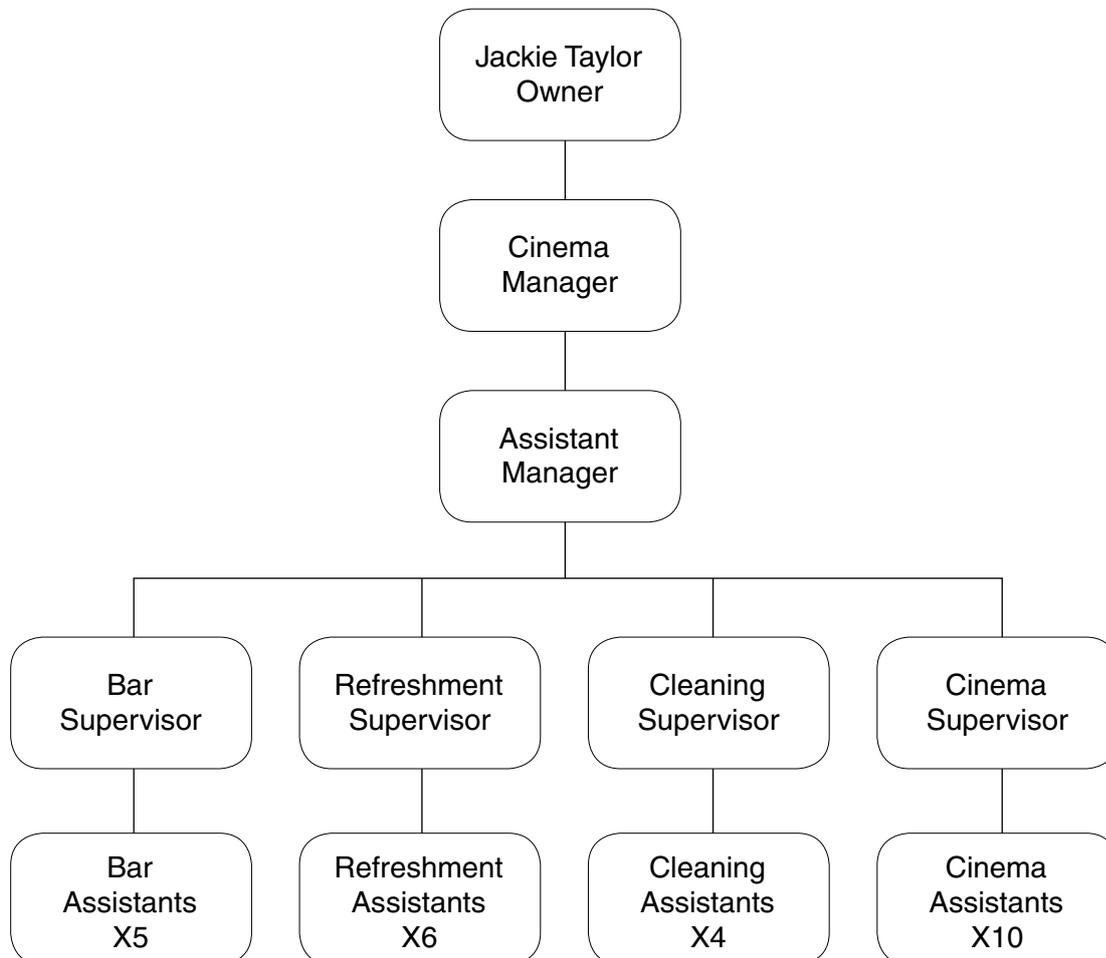


Fig. 1

Amina Begum presently manages the cinema. Amina started as a part-time member of staff and has worked her way up to the manager's position. She has a true understanding of what each job entails.

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Amina uses a very democratic management style and is always willing to listen to her staff. This has led to many of her staff viewing her as a soft touch, which shows in ever increasing rates of absenteeism, high sickness levels and failure to follow set working procedures.

Sarah, one of the refreshment assistants, has worked at the cinema for the last three years. She always works hard and does all tasks asked of her. Her line manager, Louise, however, is continually reprimanding Sarah. Sarah feels she is being bullied and has decided to take out a grievance against Louise. 20

Although offering competitive rates of pay, staff turnover at Festival Cinema is an ongoing issue. As a result there have been a number of complaints about the cleanliness of the facility and waiting times for services offered. Amina realises that Festival Cinema operates in a competitive market, with a multiplex cinema located in a retail park, just seven miles away. Amina understands the need for high staff morale and has tried to motivate the staff through a range of financial and non-financial rewards. These rewards are linked to targets set on an individual and group basis. This is not proving as effective as she thought it would do. 25

Due to natural wastage and a long term sick leave, Festival Cinema has just produced a job advertisement for new cinema assistants, (see Fig. 2). Amina plans to place this advertisement in the local free newspaper. 30

Job Advertisement for New Cinema Assistants

Cinema Assistants Wanted

We are looking for young enthusiastic people to fill the above posts in our thriving cinema.

Hours: To be negotiated
Great rates of pay

To apply send CV to
Cinema Manager, Festival Cinema, Durlington, MA12 345

Fig. 2

Following applications, Amina plans to interview the short listed candidates in a group, rather than on an individual basis. Although this is the way in which Festival Cinema has always recruited its staff, Amina is not sure that it is the best way. Amina also recognises that the training and development of staff is currently ad hoc and lacking focus. With this in mind, she is investigating both other methods of selecting staff (including various methods of testing) and how a recognised training structure (such as Investors in People) could contribute to the training and development programme at Festival Cinema. 35

The country as a whole, and the area in which the centre is located, have moved into a recession. This has affected consumer spending on 'luxuries' such as cinema visits and it is predicted the number of visits will continue to decline in the next 12 months. 40

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