

**ADVANCED GCE
LEISURE STUDIES**

Unit 5: Human Resources in the Leisure Industry

G184/CS

CASE STUDY

**Monday 15 June 2009
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.

Cherry Tree Hall

Cherry Tree Hall is a family owned leisure complex located in a rural area, five miles from a large town. It has always been owned by the Martin family, who used some of its farm land to establish a golf centre on the site in the early 1990s. The complex has continued to grow and diversify over the years and it now consists of the following:

- 18 hole golf course; 5
- 9 hole par three golf course and driving range;
- health club and beauty spa;
- conference centre;
- restaurant and bar;
- fishing lake; 10
- woodland nature trail;
- woodland mountain bike trail.

Having successfully developed the complex, the Martin family, in recent years, has taken less of an active role in the day-to-day running of the complex, adopting a 'laissez-faire' approach to management. This has resulted in a decline in staff motivation and an increase in staff turnover and absenteeism. 15

It was with this in mind that the Martin family has recently accepted an offer to sell the complex to a major European leisure operator, Pan-European Leisure (P-EL), which was looking to expand its operations into the UK. The change in ownership will take place within the next few weeks. P-EL is planning to bring in a new management team to run the operation. Only one of the current management team will stay in post. The rest, being family members, will leave the business when the ownership changes. It is envisaged that the remaining staff, in the short-term, will continue to be employed on the same terms and conditions as before. 20

Apart from the Managing Director, who will transfer to *Cherry Tree Hall* from a similar facility in Germany, all the new management positions will be external appointments. It is intended to advertise these as permanent full-time positions. Recruitment advertisements will be placed externally within the UK. In addition the vacancies will be advertised internally at the company's other European sites. At this point in time the new owners are keen to appoint managers who are flexible and who possess the necessary transferable skills to be able to manage a wide range of employees. An essential criterion for applicants is the ability to effectively manage staff who possess a wide range of knowledge, qualifications, skills and experience. P-EL has made the decision that previous experience in the leisure industry is not an essential criterion, as it has confidence in its long running management training scheme that operates within its European operation. 25

The recruitment process will attempt to maximise the number of applicants. Each applicant will be sent an application pack consisting of: 35

- a generic job description for the role of manager;
- a brief history of the development of *Cherry Tree Hall*;
- details of P-EL's operations in Europe, together with a company annual report.

Applicants will be asked to submit a detailed CV and a letter of application. 40

After short-listing applicants, the selection process will consist of a number of stages. These are as follows:

- informal individual discussions with existing members of staff from all parts of the complex;
 - a presentation on 'Managing Multi-Skilled Staff';
 - completion of a number of group tasks;
 - psychometric tests;
 - an individual interview before a panel.
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Being new to the UK, one of the first tasks of the Managing Director is to research relevant UK and European legislation relating to the recruitment and selection of staff.

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The second priority which has been identified by the Managing Director is a review of the methods used to motivate staff. This was highlighted as a problem by the Martin family. In an attempt to tackle the problem, the Martin family had introduced an annual appraisal scheme, where staff discussed their performance with a senior manager. Rather than improve the situation, many staff felt threatened by the process, believing it to be a way of checking up on them. P-EL believes, however, that the high staff turnover and high absenteeism were caused by a lack of effective management and the lack of any planned approaches to staff motivation.

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Within its European operation, P-EL uses a wide range of approaches and techniques to motivate staff. These include the use of financial and non-financial rewards. For senior managers, management by objectives (MBO) has been introduced, while quality circles have been used with more junior staff and those employees involved with the customer experience.

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