OCR
RECOGNISING ACHIEVEMENT

Friday 14 June 2013 – Afternoon

A2 GCE LEISURE STUDIES

G184/01 Human Resources in the Leisure Industry

Candidates answer on the Question Paper.

OCR supplied materials:
- Clean copy Case Study

Other materials required:
None

Duration: 1 hour 30 minutes

Candidate forename		Candidate surname	

Centre number						Candidate number				

INSTRUCTIONS TO CANDIDATES

- Write your name, centre number and candidate number in the boxes above. Please write clearly and in capital letters.
- Use black ink. HB pencil may be used for graphs and diagrams only.
- Answer **all** the questions.
- Read each question carefully. Make sure you know what you have to do before starting your answer.
- Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).
- Do **not** write in the bar codes.

INFORMATION FOR CANDIDATES

- The number of marks is given in brackets **[ ]** at the end of each question or part question.
- The total number of marks for this paper is **100**.
- The quality of your written communication will be taken into account when marking your answer to the question marked with an asterisk (*).
- This document consists of **16** pages. Any blank pages are indicated.

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GPX ARENA

1 In the leisure industry there are a range of employment opportunities. The GPX Arena employs both full-time and part-time staff.

(a) What is meant by the term 'full-time employment'?

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..... **[1]**

(b) Assess the advantages and disadvantages to the GPX Arena of employing full-time staff on a permanent contract.

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2 The recruitment and selection process used by the GPX Arena is shown in **Fig. 1**.

(a) What is the purpose of a needs analysis?

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..... **[2]**

(b)* Evaluate the suitability of using a local newspaper to advertise for a Bar Manager at the GPX Arena. **[10]**

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(c) Becky has worked at the GPX Arena from the age of 18 and has worked her way to the position of Assistant Manager. She has become demotivated of late due to the attitude of Roy Jarvis. Becky has now taken out a grievance against Roy.

Discuss the importance to the GPX Arena of following a formal grievance procedure.

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3 Presently induction training as well as all permanent staff training and development is provided in-house at the GPX Arena. The agency provides the training for the temporary staff.

(a) Recommend whether or not the GPX Arena should carry out all of its staff training and development in-house. Give reasons for your recommendation.

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(b) "Becky strongly believes that an effective induction programme benefits everyone within the GPX Arena (lines 23–24)". Do you agree with her view? Give reasons for your answer.

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(c) The mobile phone is one example of how modern technology has improved the communication process in leisure organisations such as the GPX Arena.

Identify **two** other examples of modern technology that have improved communication.

1 .....

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2 .....

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[2]

(d) The GPX Arena has to take into account legislation such as the Equality Act during the recruitment and selection process.

Explain **two** ways in which the Equality Act impacts on the recruitment and selection process at the GPX Arena.

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[4]

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4 Becky has decided that the growing problem of absenteeism and staff turnover should be addressed as a priority. She decides to use motivational techniques to reduce these problems.

(a) Discuss how the management styles at the GPX Arena might have contributed to the problems of absenteeism and staff turnover.

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(b) Other than management style, evaluate other methods of motivating staff at the GPX Arena. **[12]**

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5 An individual's contract of employment might come to an end for a number of reasons.

(a) Other than dismissal, identify **one** reason why an individual's contract of employment may come to an end.

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..... **[1]**

(b) Becky carries out performance reviews with her staff on a six monthly basis in the form of supervisor appraisals.

Although Becky believes in the value of appraisals, Roy sees them as purely a paper exercise and a waste of time. With whom do you agree? Give reasons for your answer. **[10]**

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(c) **(i)** Identify **two** external issues which could influence human resource planning at a leisure organisation such as the GPX Arena.

1 .....

2 .....
[2]

(ii) Explain how **one** of these external issues could influence human resource planning at the GPX Arena.

Chosen external issue .....

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..... **[2]**

(d) Internal issues also have an impact on human resource planning at the GPX Arena. Evaluate the impact of staff turnover on human resource planning at the GPX Arena. **[12]**

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END OF QUESTION PAPER

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