

**Advanced GCE
Leisure Studies**

G184

**Unit G184:
Human resources in the leisure industry**

Specimen Paper

Time: 1 hour 30 minutes

Candidates answer on the question paper.
Additional materials: Case Study material

Candidate
Forename

Candidate
Surname

Centre Number

--	--	--	--	--	--

Candidate
Number

--	--	--	--	--

INSTRUCTIONS TO CANDIDATES

- Write your name in capital letters, your Centre Number and Candidate Number in the boxes above.
- Use black ink.
- Read each question carefully and make sure you know what you have to do before starting your answer.
- Answer **all** the questions.
- Do not write in the bar codes.
- Do not write outside the box bordering each page.
- Write your answer to each question in the space provided.

INFORMATION FOR CANDIDATES

- The number of marks for each question is given in brackets [] at the end of each question or part question.
- Your Quality of Written Communication is assessed in questions marked with an asterisk (*).
- The total number of marks for this paper is 100.

FOR EXAMINER'S USE

1	
2	
3	
4	
TOTAL	

This document consists of **13** printed pages and **3** blank pages.

Section A

Answer **all** questions.

1 (a) Maternity cover is **one** reason why leisure organisations need to recruit staff.

(i) State **two** other reasons why leisure organisations might need to recruit staff.

1:

.....

2:

..... [2]

(ii) Explain what is meant by the term 'maternity benefits'.

.....

.....

.....

.....

.....

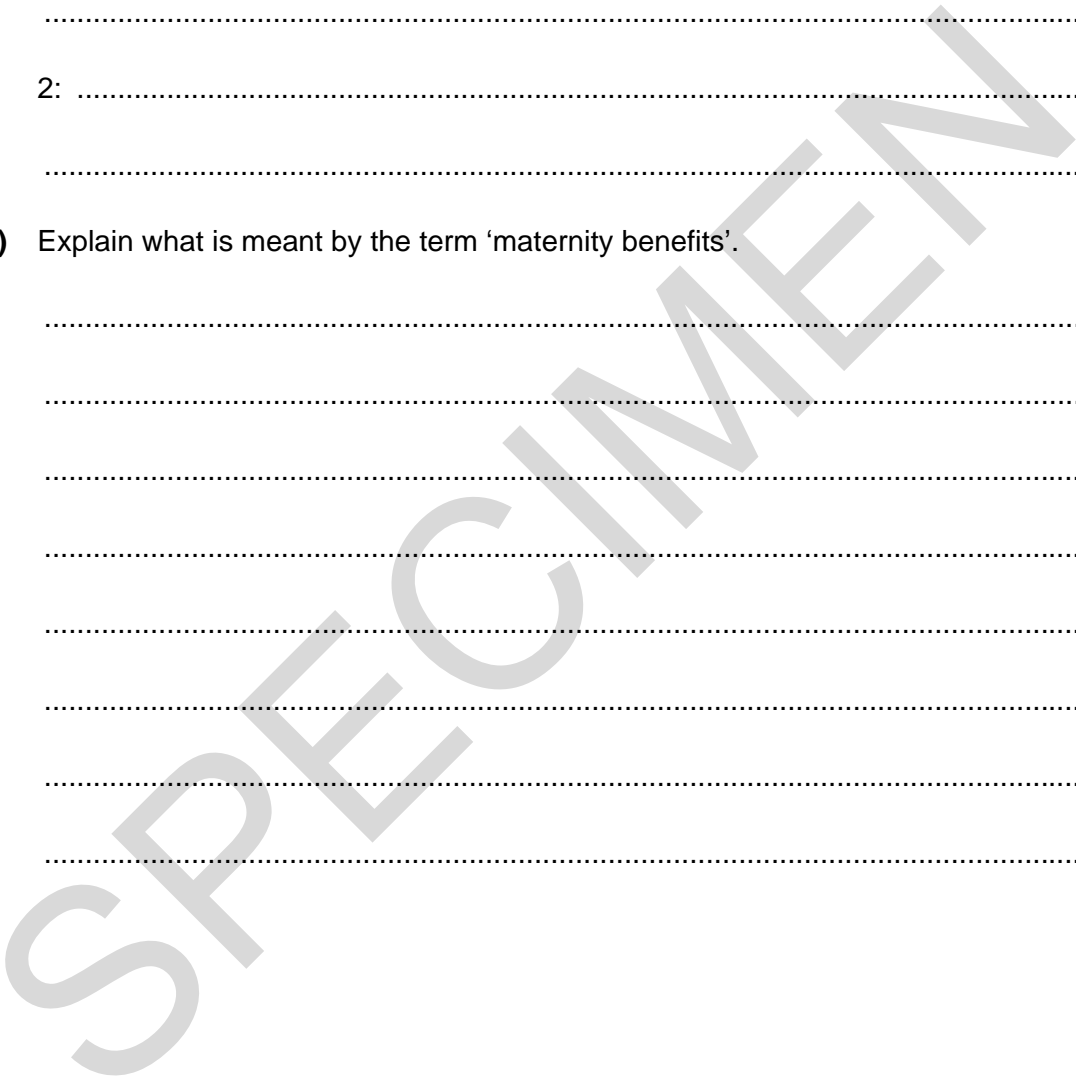
.....

.....

.....

.....

..... [4]



SPECIMEN

SPECIMEN

(d) Suggest **two** suitable external methods of recruitment advertising that could be used for the post of Head of Arts and Entertainment. Explain why **each** method would be appropriate for this particular post.

1:

.....

Explanation:

.....

.....

2:

.....

Explanation:

.....

.....

..... [6]

SPECIMEN

- (f) Megan Williams has decided that the vacancy arising as a result of Jenny Carroll going on maternity leave will only be advertised internally.

Evaluate the advantages **and** disadvantages of this decision to both the Leisure Services Department of *TCC* and applicants.

[10]

SPECIMEN

(b) After many years as Director of Leisure, Megan Williams is concerned that her management style may no longer be appropriate.

Evaluate the extent to which different management styles might resolve the human resource issues that exist within the Leisure Services Department of *TCC*.

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

SPECIMEN

[12]

3 (a) What is meant by **each** of the following terms:

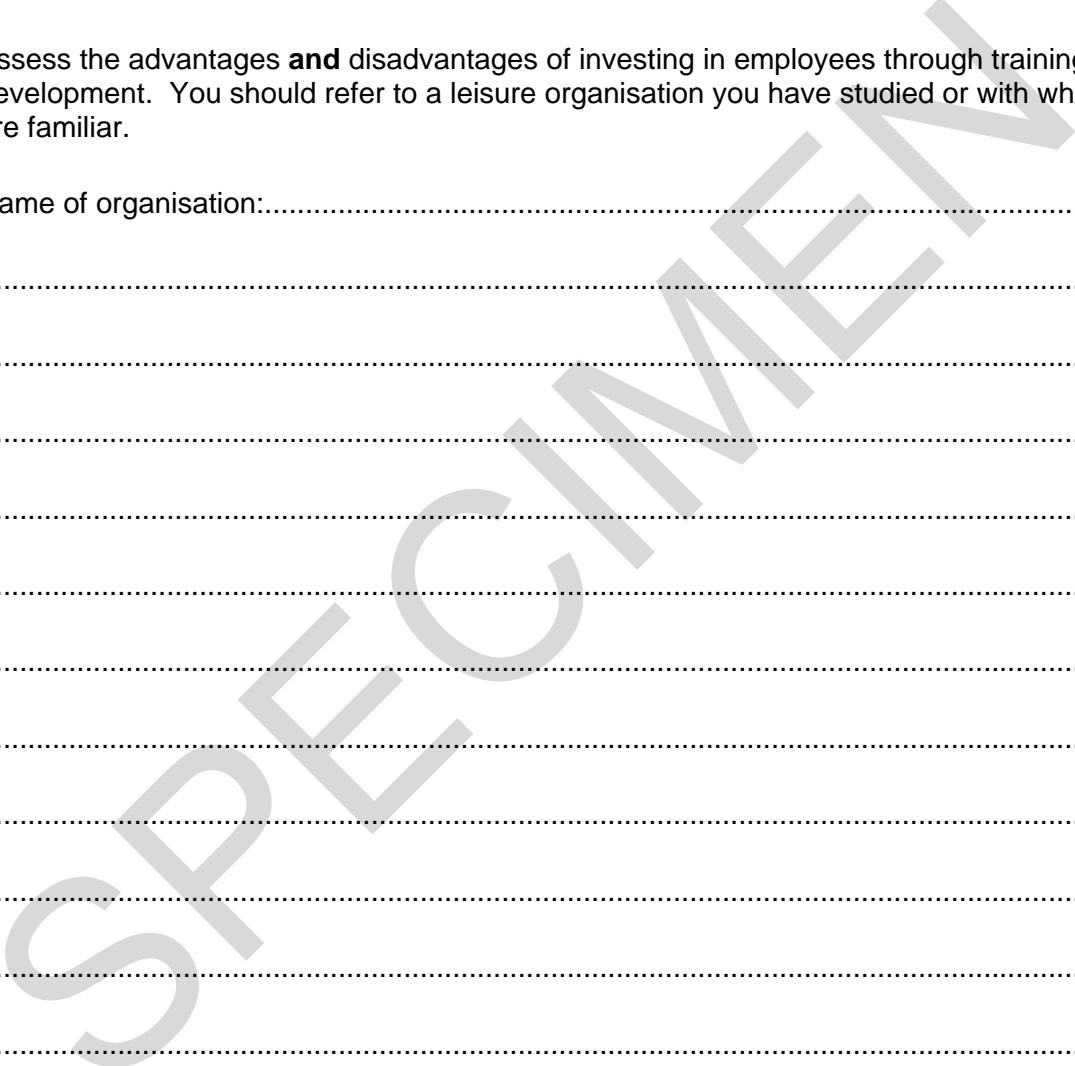
Training?

Development? [2]

(b)* Training and development has been identified as a significant strength at *TCC*.

Assess the advantages **and** disadvantages of investing in employees through training and development. You should refer to a leisure organisation you have studied or with which you are familiar.

Name of organisation:.....



.....

.....

.....

.....

.....

..... [12]

(c) Staff at the Leisure Services Department of TCC are about to have appraisals.

Suggest **two** items of advice which should be given to managers conducting staff appraisal interviews.

1:

.....

2:

..... [2]

Paper Total [100]

SPECIMEN

BLANK PAGE

SPECIMEN

BLANK PAGE

SPECIMEN

BLANK PAGE

SPECIMEN

SPECIMEN

Copyright Acknowledgements:

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (OCR) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest opportunity.

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.

SPECIMEN

The maximum mark for this paper is 100.

SPECIMEN

Question Number	Answer	Max Mark
1(a)(i)	<p>State <u>two</u> other reasons why leisure organisations might need to recruit staff.</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <ul style="list-style-type: none"> • Growth (✓). • Seasonality (✓). • Changing job roles (✓). • Natural wastage (✓). • Internal promotion (✓). • Resignation (✓). • Retirement (✓). • Dismissal (✓). • Paternity cover (✓). 	[2]
(ii)	<p>Explain what is meant by the term ‘maternity benefits’.</p> <p>Up to four marks for explanation.</p> <ul style="list-style-type: none"> • Given to females expecting a baby (✓+). • Allowed maternity leave both before and after the birth of baby (✓+). • Maternity leave is paid leave (✓+). • The person taking maternity leave is entitled to return to the job at the end of the maternity leave (✓+). • Time off is allowed to attend medical appointments (✓+). • The amount of maternity benefit given is linked to the employee’s length of service (✓+). 	[4]
1(b)	<p>Discuss how the changing market demand for leisure might affect human resource planning at <i>Thamesbridge City Council’s (TCC’s) Leisure Services Department.</i></p> <p>[0 mark]: response not worthy of credit</p> <p>Level 1: [1-3 marks]</p> <p>Candidate describes/explains some ways in which the changing demand for leisure might affect human resource planning in any business. Candidate makes some attempts to discuss how the changing demand for leisure might affect human resource planning in any business. The ideas may be simple.</p> <p>Level 2: [4-6 marks]</p> <p>Candidate describes/explains a number of ways in which the changing market demand for leisure might affect human resource planning at <i>TCC’s Leisure Services Department</i>. Candidate is able to discuss a number of the ways. The response will be logically developed and coherent. The discussion in the most part is accurate and relevant.</p>	

Question Number	Answer	Max Mark
1(b) cont	<p>Level 3: [7-10 marks]</p> <p>Candidate describes/explains a range of ways in which the changing market demand for leisure might affect human resource planning at TCC's Leisure Services Department. Candidate provides an effective discussion of how the changing market demand for leisure might affect human resource planning at <i>Thamesbridge City Council's (TCC's)</i> Leisure Services Department and draws appropriate conclusions about the likely impact of changing market demand. The discussion will be accurate and logically developed.</p> <p>Exemplar Response:</p> <p>Consumers may demand different activities than previously (L1) or may demand activities at different times (L1). There exists a growing demand for the Arts and Heritage leisure sectors in the area which will affect the quantity and quality of staff employed (L2).</p> <p>This shifting pattern of demand may lead the department to transfer staff from one department where demand for leisure is falling, eg. Sports participation to the Arts and Entertainment department (L3).</p> <p>This may result in the need for retraining of staff, or increased labour turnover, if staff do not wish to be re-deployed, affecting the overall quality of the services offered by the department. The retraining of staff is unlikely to be a huge problem, given that this has been identified as a strength (L3).</p> <p>Exemplar Response:</p> <p>Consumers may demand different activities than previously (L1) or may demand activities at different time (L1).</p> <p>There exists a growing demand for the Arts and Heritage leisure sectors in the area which will affect the quantity and quality of staff employed (L2).</p> <p>This shifting pattern of demand may lead the department to transfer staff from one department where demand for leisure is falling, eg Sports participation to the Arts and Entertainment department (L3) This may result in the need for retraining of staff, or increased labour turnover, if staff do not wish to be re-deployed, affecting the overall quality of the services offered by the department. The retraining of staff is unlikely to be a huge problem, given that this has been identified as a strength (L3).</p>	[10]

Question Number	Answer	Max Mark
1(c)	<p>Discuss how both the high and low rates of labour turnover might affect human resource planning within the Leisure Services Department at TCC.</p> <p>[0 mark]: response not worthy of credit</p> <p>Level 1: [1-4 marks]</p> <p>Candidate describes/explains some ways in which a high and/or low rate of labour turnover might affect human resource planning in a business, or demonstrates a knowledge of labour turnover. Candidate makes some attempt to discuss how a high and/or low rate of turnover might affect human resource planning in a business. The ideas may be simple.</p> <p>Level 2: [5-8 marks]</p> <p>Candidate describes/explains a number of ways in which a high and/or low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC. Candidate is able to discuss a number of the ways identified. The response in the most part is accurate and relevant.</p> <p>Level 3: [9-12 marks]</p> <p>Candidate describes/explains a range of ways in which a high and low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC. Candidate is able to analyse a range of ways in order to provide an effective discussion of the ways in which a high and low rate of labour turnover might affect human resource planning within the Leisure Services Department at TCC and draws appropriate conclusions about the likely affects/impacts of a high/low labour turnover rate. The discussion will be accurate and logically developed.</p> <p>Indicative content:</p> <p>Labour turnover is the amount of staff leaving an organisation over a period of time (L1).</p> <p>Low labour turnover might lead to:</p> <ul style="list-style-type: none"> • poor levels of motivation (L1); • fewer opportunities for promotion (L1); • lack of training for staff at lower levels (L1). <p>High labour turnover might lead to:</p> <ul style="list-style-type: none"> • poor levels of motivation (L1); • need to recruit and select staff (L1); • employing staff on temporary contracts (L1). 	

Question Number	Answer	Max Mark
1(c) cont	<p>Exemplar Response:</p> <p>This may affect staff at the newly created Museums and Heritage department, who will have few opportunities for promotion (L2), which will affect, according to Herzberg, their levels of motivation (L3). As a result the department may need to provide other motivational methods for staff, such as training and development (L3). The extent to which they are affected might be dependent on the levels of natural wastage (L3).</p> <p>Higher labour turnover will lead to increased levels of recruitment and selection (L1), which might be a problem in the local area (L2). The might lead to changes in the methods of employment, using more part-time and casual staff to cover for staff who leave (L3). If sufficient numbers of casual staff can be found then the effect of the higher labour turnover might be insignificant (L3).</p>	[12]
1(d)	<p>Suggest <u>two</u> suitable external methods of recruitment advertising that could be used for the post of Head of Arts and Entertainment. Explain why each method would be appropriate for this particular post.</p> <p>One mark for each correct identification up to a maximum of two identifications plus up to an additional two marks for each of two explanations.</p> <ul style="list-style-type: none"> • Professional journals (✓), these have a wide circulation in the leisure industry (✓+) and would have similar level vacancies (✓+). • Specialist leisure recruitment agency (✓), these may have an existing database of suitable applicants (✓+) and can shortlist candidates on behalf of the Leisure Services Department (✓+). • Their own website (✓), this can be linked online to a job description and person specification (✓+) and to an online application process as per their stated intentions (✓+). 	[6]

Question Number	Answer	Max Mark
1(e)	<p>Analyse the benefits and limitations of introducing an on-line recruitment procedure within the Leisure Services Department of TCC.</p> <p>[0 mark]: response not worthy of a credit</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some benefits and/or limitations of introducing an on-line recruitment procedure in a business. Candidate makes some attempt to analyse some benefits and/or limitations of introducing an on-line recruitment procedure.</p> <p>Level 2: [4-6 marks] Candidate identifies/describes a range of benefits and limitations of introducing an on-line recruitment procedure at TCC. Candidate will show a detailed knowledge and understanding of the question. Candidate effectively analyses a range of benefits and limitations of introducing on-line recruitment procedure at TCC. The response will be accurate, coherent and logically developed.</p> <p>Benefits/Limitations – indicative content: low cost application procedure (L1); no requirement to print and send out application forms etc (L1); applications can be processed quickly on receipt (L1).</p> <p>Limitations: no control over the volume of applications (L1); if potential applicants don't have access to IT (L1); not always possible to assess handwriting (L1).</p> <p>Exemplar Response: Low cost of on-line procedure(L1) will allow the limited funds available to public sector organisations (L2) to be used for other HR functions, such as training and development which would enhance the customer experience (L2). The inability to restrict the number of applicants (L1) may lead to many applicants as many jobs will be low skilled (L2), wasting time which could be used addressing other issues (L2).</p>	[6]

Question Number	Answer	Max Mark
1(f)	<p>Evaluate the advantages and disadvantages of this decision to both the Leisure Services Department of TCC and applicants.</p> <p>[0 mark]: response not worthy of a credit</p> <p>Level 1: [1-3 marks]</p> <p>Candidate identifies some advantages and/or disadvantages. Candidate may present the advantages/disadvantages in the form of a list, with little explanation. Candidate makes some attempt to evaluate.</p> <p>Level 2: [4-6 marks]</p> <p>Candidate identifies a number of advantages and/or disadvantages. Candidate is able to evaluate a number of advantages and/or disadvantages. The evaluation is in the most part accurate and relevant.</p> <p>Level 3: [7-10 marks]</p> <p>Candidate demonstrates a high level of knowledge and understanding of the question by identifying a range of advantages and disadvantages of this decision to <i>TCC</i> and applicants.</p> <p>Candidate effectively evaluates a range of advantages and disadvantages of this decision to both the <i>TCC</i> and applicants and makes a judgement as to the appropriateness of the decision. The response will be accurate and logically developed.</p> <p>Advantages/Disadvantages – indicative content:</p> <p>Advantages:</p> <p>low cost (L1);</p> <p>knowledge of applicants (L1);</p> <p>might have a positive motivational effect on existing staff (L1).</p> <p>Disadvantages:</p> <p>Current staff might not have the required qualifications, skills and experience as stated in the person specification (L1)</p> <p>Internal recruitment might have a positive motivational effect on staff (L1), which is an existing problem (L2). Promotion is seen as a motivating factor by both Maslow and Herzberg (L3). However this is only one post and temporary (L2) so the overall effect on the department and the staff may be minimal (L3).</p> <p>Exemplar Response</p> <p>A disadvantage could be that current staff do not possess the skills and experiences required (L1), this would involve the department in additional training and development, with the additional costs (L3), which should not be too much of a problem given the strength of the training and development scheme (L2). Given the high levels of employment in the locality this might be a good solution for a temporary problem (L3).</p>	[10]

Question Number	Answer	Max Mark
1(g)	<p>Assess the impact on leisure organisations of recruiting and selecting poorly performing employees to senior managerial positions.</p> <p>[0 mark]: response not worthy of credit</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some impacts on any business of poorly performing employees. Candidate makes some attempt to assess the impacts identified.</p> <p>Level 2: [4-6 marks] Candidate is able to identify/describe a number of impacts on leisure organisations of poorly performing employees. Candidate is able to assess a number of impacts on leisure organisations of poorly performing employees. The response is in the most part accurate and relevant.</p> <p>Level 3: [7-10 marks] Candidate demonstrates a high level of understanding of the impacts on leisure organisations of poorly performing employees. Candidate is able to effectively assess the impacts on leisure organisations of recruiting poorly performing employees to senior managerial positions and makes a judgement as to the effectiveness/appropriateness of such an approach/policy. The response will be accurate, well planned and logical.</p> <p>Impact – indicative content: Cost of the recruitment and selection process should these staff leave the organisation (L1); Effect on the motivation of junior employees (L1); Effect on the quality of the services provided by the Leisure Services Department (L1); Increased need for training and development in order to rectify the situation (L1).</p> <p>Exemplar Response: Cost and recruitment and selection will increase should staff leave (L1) For employees at senior managerial levels this is likely to be relatively expensive, as it will require national advertising (L2) and the selection process could be over more than one day (L2). Increased costs will divert funds away from other functions, such as training and development, which is seen as a strength in the organisation and may contribute to the success of the department (L3).</p> <p>The impact may not be seen immediately within the organisation as it has a hierarchical organisational structure, so changes at the top may take time to filter down to the operational levels of the department (L3).</p>	[10]

Question Number	Answer	Max Mark
2(a)	<p>Discuss how Megan and the new senior managers could attempt to solve these problems.</p> <p>[0 mark]: response not worthy of credit</p> <p>Level 1: [1-4 marks] Candidate describes/explains some ways in which the problems of sickness and absenteeism can be addressed. Candidate makes some attempt to discuss some ways in which these problems can be addressed. The ideas may be simple.</p> <p>Level 2: [5-8marks] Candidate describes/explains a number of ways in which the problems of sickness and absenteeism could be resolved at the Leisure Services Department of <i>TCC</i>. Candidate is able to discuss a number of ways in which these problems can be addressed. The discussion is in the most part accurate and relevant.</p> <p>Level 3: [9-12 marks] Candidate describes/explains a range of ways in which the problems of sickness and absenteeism could be resolved at the Leisure Services Department of <i>TCC</i> showing a detailed knowledge of the topic. Candidate is able to analyse a range of solutions in order to provide an effective discussion of how Megan and the new senior managers could attempt to solve these problems drawing appropriate conclusions as to which solution(s) is/are the most appropriate. The discussion will be accurate, well planned and logical.</p> <p>Ways in which problems could be solved – indicative content: Have clear reporting procedures for staff to follow when they are sick or absent from work (L1); Ensure that all absences are monitored correctly (L1); Interview staff on their return to work (L1); Could make use of occupational health (L1); Use the appraisal system to try and minimise the problem via action plans and target setting (L1).</p>	

Question Number	Answer	Max Mark
2(a) cont	<p>Exemplar Response:</p> <p>Having a clear reporting system for staff to follow on return to work (L1). This could be linked to the effective appraisal scheme which exists (L2). Agreed targets could be set during the appraisal covering sickness and absenteeism rates (L3). However as the appraisal is likely to only be carried out annually, the effect may only be marginal (L3).</p> <p>Staff could be interviewed on their return to work (L1). This might have an immediate effect on the problem (L2) for those cases that are genuine and may have an effect on staff that are not part of the problem (L3). However, it may be seen as an authoritarian approach to management and might lead to further de-motivation of staff and increases in sickness (L3).</p>	[12]
2(b)	<p>Evaluate the extent to which different management styles might resolve the human resource issues that exist within the Leisure Services Department of TCC.</p> <p>[0 mark]: response not worthy of credit</p> <p>Level 1: [1-4 marks] Candidate identifies some features of certain management/leadership style(s). Information may be in the form of a list. Candidate makes some attempt at evaluation.</p> <p>Level 2: [5-8 marks] Candidate identifies/describes a number of different management styles. Candidate is able to evaluate with some success how different management styles might resolve human resource issues within the Leisure Services Department of TCC. The evaluation is in the most part accurate and relevant.</p> <p>Level 3: [9-12 marks] Candidate demonstrates a high level of knowledge and understanding by identifying/describing a range of different management/leadership styles. Candidate effectively evaluates how a range of different styles might resolve the human resource issues that exist within the Leisure Services Department of TCC and draw conclusions as to which management style(s) is/are likely to be the most effective in resolving the HR issues. The evaluation will be accurate, well planned and logical.</p>	

Question Number	Answer	Max Mark
2(b) cont	<p>Exemplar Response:</p> <p>Authoritarian management, in which communication tends to be one-way (L1) could use a rewards system for good work behaviour and performance. This could be linked to financial rewards for attendance (L2). The clear lines of communication associated with this style could result in the effective communication of the department's objectives and targets, a current weakness (L2, L3).</p> <p>However, it could result in further frustration and resentment as this style is dependent on the manager, but may be effective for those lower level employees who may be more motivated by financial rewards (L3).</p> <p>A democratic style of management (L1) involving two way communication may resolve some of the issues surrounding the low motivation of staff (L2), as according to motivation theories of Maslow and Herzberg participation in decision-making will motivate employees (L3), which in turn may help the sickness and absenteeism that affects the department. However the extent to which this solves the problems may be limited depending on the methods of employment used and on whether the decision-making is truly democratic, or merely paternalistic, with the decisions still being made at the top (L3).</p>	[12]
3(a)	<p>What is meant by each of the following terms:</p> <p>Training?</p> <p>Development?</p> <p>For one mark in each case.</p> <p>Training – the provision of specific work-related education (✓), which could be either on-the-job (✓) or off-the-job (✓).</p> <p>Development – more general learning activities (✓) directed at meeting the future personal career needs of the employee (✓).</p>	[2]

Question Number	Answer	Max Mark
3(b)*	<p>Assess the advantages and disadvantages of investing in employees through training and development. You should refer to a leisure organisation you have studied or with which you are familiar.</p> <p>[0 mark]: response not worthy of credit.</p> <p>Level 1: [1-4 marks]</p> <p>Candidate is able to identify/describe some advantages and/or disadvantages of investing in employees through training and development in any business. Information may be a list of advantages and/or disadvantages. Candidate makes some attempt to assess the advantages and/or disadvantages.</p> <p>Candidate communicates at least one point using some appropriate terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</p> <p>Level 2: [5-8 marks]</p> <p>Candidate is able to identify/describe a number of advantages and/or disadvantages of investing in employees through training and development at <i>TCC</i>. Candidate is able to assess the advantages and/or disadvantages with some success.</p> <p>Candidate displays a limited ability to organise relevant material. Some appropriate terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.</p> <p>Level 3: [9-12 marks]</p> <p>Candidate demonstrates a high level of understanding of the question and include detailed identification and explanation of a range of advantages and disadvantages of investing in employees through training and development at <i>TCC</i> or one with which they are familiar. Candidate is able to effectively assess a range of advantages and disadvantages of investing in employees through training and development. Candidate should make an overall judgement as to the appropriateness/ effectiveness of investing in employees through training and development in the chosen leisure organisation.</p> <p>Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers the question. There will be few, if any errors of grammar, punctuation and spelling.</p>	

Question Number	Answer	Max Mark
<p>3(b)* cont</p>	<p>Advantages/Disadvantages – indicative content:</p> <p>Advantages:</p> <p>lower staff turnover (L1);</p> <p>lower recruitment and selection costs (L1);</p> <p>training and development allows the organisation to respond to current trends in the leisure market (L1)</p> <p>remain competitive (L1);</p> <p>higher levels of motivation (L1).</p> <p>Disadvantages:</p> <p>trained staff may leave the organisation for better jobs (L1);</p> <p>trained staff may expect higher financial rewards and promotion which might not be possible in the organisation (L1);</p> <p>training and development might be expensive and take funds away from other areas (L1).</p> <p>Exemplar Response:</p> <p>Training and development allows the organisation to respond to the ever changing trends in leisure participation (L1). In a large multi-functional department (L2) it may allow the transfer of staff between roles within a department and allow staff to transfer between departments. This will save on the expense of recruiting staff at the same time as potentially making some staff redundant (L3). However a limitation is that of labour market failure (L1). In these circumstances other leisure organisations, especially those in the private sector (L2), may refrain from training their own staff, instead poaching well trained staff from organisations that do provide training and development (L3). This will result in wasting resources in training workers, tempting them to stop providing training opportunities for staff and may consider it more cost-effective to hire trained staff on higher salaries.</p>	<p>[12]</p>
<p>3(c)</p>	<p>Suggest <u>two</u> items of advice which should be given to managers conducting staff appraisal interviews.</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <ul style="list-style-type: none"> • Give adequate notice to allow the employee to prepare (✓). • Choose somewhere quiet for the meeting (✓). • Prepare carefully for the appraisal (✓). • Start the interview by recapping targets agreed previously (✓). • Be positive about the process (✓). 	<p>[2]</p>
Paper Total		[100]

	AO1	AO2	AO3	AO4	Total
1(a)(i)	2				2
1(a)(ii)	2		2		4
1(b)	2	2	3	3	10
1(c)	2	3	3	4	12
2(a)	2	2	2		6
2(b)	2	2	2		6
2(c)	2	2	3	3	10
2(d)	2	2	3	3	10
3(a)	2	3	3	4	12
3(b)*	2	3	3	4	12
4(a)	2				2
4(b)	2	3	3	4	12
4(c)	2				2
Totals	26	22	27	25	100