

Thursday 8 June 2017 – 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



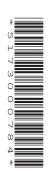
Candidate forename				Candidate surname			
Centre number				Candidate nu	ımber		

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. If additional space is required, you should use the lined page(s) at the end of this booklet. The question number(s) must be clearly shown.
- 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.



John and Massima employ a range of different staff, full-time permanent, part-time permanent and seasonal staff.

(a)	Explain what is meant by each of the following terms:
	Full-time permanent staff
	Seasonal staff
	[2]
(b)	Analyse the benefits and drawbacks to Snap Gate Fishing of employing seasonal staff.
	F03
	[6]

1

(a)	Recruitment and selection of stall at Shap Gate Fishing lacks a formal structure.
	Evaluate the benefits and drawbacks of John and Massima producing documents such as a job description and person specification as part of the recruitment and selection process.
	[81]
	IXI

(b)	Seasonal staff recruited to work in the care do not receive written contracts of employment.							
	Identify two items, other than the employee's name, that can be found on a written contract of employment.							
	1							
	2 [2]							
(c)	All leisure organisations need to be aware of legislation and how it affects them.							
	Discuss the impact of the Working Time Directive on the daily operations of leisure facilities such as Snap Gate Fishing.							
	[8]							
(d)	Massima dismissed a member of staff on the spot and immediately removed her from the café.							
	Explain why it was not necessary for Massima to follow the 4 stages of the disciplinary/dismissal process prior to dismissing the member of staff.							

(e)*	Seasonal staff are recruited in a very casual manner, over a chat and a coffee. This method of recruitment has not always been effective for Snap Gate Fishing and there have been occasions when unsuitable staff have been appointed by Massima and John, particularly to positions in the café.
	Assess the impact on leisure organisations such as Snap Gate Fishing of appointing poorly performing employees.
	[10]

3	(a)	As the business has developed the number of staff employed by Snap Gate Fishing has increased. John and Massima are considering offering National Vocational Qualifications (NVQ) to their staff.
		Analyse how a nationally recognised qualification such as NVQ could benefit a leisure organisation such as Snap Gate Fishing.

(b)	John and Massima both recognise the importance of well-motivated staff, however they disagree as to the best way to achieve this. John believes that financial motivators are the most important, whereas Massima believes that non-financial motivators are most important.
	Assess the strengths and weaknesses of financial and non-financial motivational techniques and recommend the most suitable method for Snap Gate Fishing.
	[12]
	[12]

(c) Snap Gate Fishing have two managers who each have responsibility for key areas of the

Snap G	e now the tate Fishing	type of org will impac	anisation t on their	al structu human re	re adopte esource pl	d by a leis anning.	ure organis	ation such
		••••						

4

(a)	Performance management of staff is important in any leisure organisation.
	Explain why leisure organisations such as Snap Gate Fishing need to manage the performance of individuals in order to remain competitive.
	[2]
(b)	Assess the usefulness to a leisure organisation such as Snap Gate Fishing of conducting performance reviews and appraisals with staff.
	[8]

(c)	In recent years technology has made a significant difference to the leisure industry.
	Explain why it is important that staff recruited into positions in the leisure industry are able to use modern technology, specifically within the communication process.
	[2]

5	(a)	Organisations in the leisure industry have to plan carefully to ensure they have the right number of suitable employees for their needs. Seasonality at Snap Gate Fishing has an effect on their human resource planning.
		Assess the impact of seasonality on the human resource planning of Snap Gate Fishing complex.
		[8]

(b)	An internal issue that can affect human resource planning at Snap Gate Fishing is staff roles and responsibilities.
	It is unclear who has direct responsibility for the maintenance staff at Snap Gate Fishing. Analyse how this issue may impact on the efficient operation of Snap Gate Fishing.
	[6]

(c)	Conducting a needs analysis is a key element in human resource planning.			
	Explain what is meant by the term needs analysis.			
	[2]			
(d)	Each job role within an organisation requires staff to have specific skills and personal qualities.			
	Identify two skills required by waiting staff in the café at Snap Gate Fishing. For each skill explain why it is important to the job.			
	Skill 1			
	Skill 2			
	[4]			

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional space is required, you should use the following lined page(s). The question number(s) must be clearly shown in the margin(s).					
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