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Answer ALL the questions. Write your answers in the spaces provided.

1. The Arts Arena is a concert venue offering a range of different concerts, from popular to classical. It can also put on plays. There are always two or three events per week but at times, especially in the winter pantomime season, there may be events every day. In the daytime there are also workshops and rehearsals taking place.

Staff are needed for a wide variety of job roles in different areas of The Arts Arena, including:

- to operate the backstage areas and assist people in the auditorium
- to run the restaurant and two bars that are open each day
- to check tickets and sell programmes at events.

- (a) (i) Explain what is meant by *casual workers*.

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- (ii) Explain how part-time and casual workers might be used at a venue such as The Arts Arena.

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2. The Arts Arena decided not to offer the post of Front of House Manager as a job share after all. Its next task was to produce a job description and person specification for this post.

(a) (i) Explain how a job description is used in the recruitment and selection process.

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(ii) Suggest **three** items that could be included in a person specification for the post of Front of House Manager. Give a reason for each of your choices.

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Two work experience students were asked where they thought the advert for the new post should be placed. One suggested a local newspaper and the other thought they could put posters up in The Arts Arena itself.

(b) Explain why using a local newspaper and putting up posters at the venue would **not** be suitable places to advertise this post.

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3. The Arts Arena is open from 09:00 for some of the workshops and rehearsals. It stays open all day. There are some afternoon concerts that start at 14:30 and finish at 17:00. Most evening performances start at 19:30 and finish at about 22:30. Staff may be required to work for up to an hour after the performances finish.

(a) Explain how the Working Time Regulations will affect the running of The Arts Arena.

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In December, The Arts Arena had some disagreements amongst the staff. The difficulty of recruiting staff meant that some staff felt under pressure to work more hours than they wanted to. This was partly because a lot of staff had chosen to take their annual leave in the Christmas period when the Arena is at its busiest. Sometimes there was not enough staff for both bars to open and the public areas were not kept as clean as usual. This led to complaints from some customers. The staff that were there had to deal with these and felt angry at those who were not there.

(b) Describe and explain a system for annual leave that could prevent problems such as this at The Arts Arena.

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Other causes of pressure to overwork were that two full-time members of staff were on maternity leave and another member of staff was working out her notice period – she was doing as little as possible during this time.

(c) (i) Explain what is meant by *maternity leave*.

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(ii) Explain the possible advantages and disadvantages for The Arts Arena of requiring staff to fulfil a notice period.

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(Total 19 marks)

Q3

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4. Following the Christmas period, the General Manager has decided that the staff need greater motivation in their work.

(a) Evaluate the use of profit-related pay and team working as motivational techniques for the staff of The Arts Arena.

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Elena is a new member of the Front of House staff. She achieved four A levels and then left school to join The Arts Arena. She is very career-minded and is determined to be a Manager in the future. Up until now she has been working at the entrance, welcoming customers and checking tickets. In recent weeks she has lost some enthusiasm and her line manager has suggested that job enlargement or job rotation could be used to motivate her.

(b) (i) Explain what is meant by *job enlargement*.

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(ii) Evaluate job rotation as a method of motivating Elena.

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Q4

(Total 18 marks)

TOTAL FOR PAPER: 90 MARKS

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