

Write your name here	
Surname	Other names
Centre Number	Candidate Number
<input type="text"/>	<input type="text"/>
Edexcel GCE	
Leisure Studies	
Advanced	
Unit 5: Employment in Leisure	
Friday 11 June 2010 – Afternoon Time: 1 hour 30 minutes	Paper Reference 6970/01
You do not need any other materials.	Total Marks
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Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** questions.
- Answer the questions in the spaces provided
– *there may be more space than you need.*

Information

- The total mark for this paper is 90.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*
- Quality of written communication will be taken into account in the marking of your responses to questions 1(e) and 2(c). These questions are indicated with an **asterisk (*)**.
– *you should take particular care on these questions with your spelling, punctuation and grammar, as well as the clarity of expression.*

Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

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Turn over ►

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

1 Thodis Park is a leisure park in south-west England. It has recently seen a decline in visitor numbers. The customer service team did have three full-time members of staff and two part-timers. Two of the full-time staff have left and a suggestion has been made that the customer service team only need to recruit one new full-time member of staff.

(a) Explain why a job analysis is needed before this decision is made.

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(b) State **four** items that you would expect to find in a job advert.

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Thodis Park has decided to recruit one new full-time member of staff for its customer service team. The position offered will be a junior post and full training will be offered to the successful applicant.

(c) Identify **two** methods of advertising that would be suitable for this post. Give reasons for each of your choices.

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The Human Resources Department has decided to use the following criteria in the recruitment and selection process for this customer service post.

Essential criteria

Good communication skills
Confident personality

Desirable criteria

Previous customer service experience

(d) (i) Evaluate the choice of these criteria.

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(ii) Describe how the criteria will be used in the recruitment process.

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The final selection stage for this post will take place over the course of a full day. Each candidate will have to do the following:

- take part in a series of customer service role-play exercises
- give a presentation on the importance of customer service
- have an individual interview.

***(e)** Evaluate the use of this type of selection day for appointing someone for this post.

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(f) Describe the process that will take place following the selection day in order to make a successful appointment.

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(Total for Question 1 = 33 marks)



2 Thodis Park is busiest in the summer and casual labour is used to control queues and pick up litter. Part-time staff are used each weekend for jobs including working in the kitchen and for some office roles where full-time work is not needed. Some of the part-time staff will also work extra hours in the summer.

(a) Explain the differences between the use of casual labour and part-time staff at Thodis Park.

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Thodis Park is concerned that some 18 year old recruits to its maintenance and ride operations teams do not have the practical skills necessary to carry out the jobs. Instead, it has decided to employ 16 year old school leavers on an apprentice scheme.

(b) Explain how Thodis Park would benefit from employing apprentices.

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The Marketing Officer for Thodis Park is retiring in two years and wishes to only work part time until then. The park management has decided to employ someone to job share the work with her until her retirement. The post needs creativity and the ability to produce ideas to improve the public image and awareness of the park. The Marketing Officer has two part-time workers to supervise.

*(c) Analyse the advantages and disadvantages of having the post of Marketing Officer as a job share.

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(Total for Question 2 = 20 marks)



3 Thodis Park is open for 12 hours a day in the summer and full-time staff are used in a pattern of shift work. Staff work for 6 days for two weeks and 5 days the next. During the 5 day week they have a set pattern of 8 hour shifts. In the 6 day week they work some 4 hour and some 8 hour shifts. All shifts include the correct scheduled breaks.

(a) Explain what is meant by *scheduled breaks*.

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(b) Analyse the advantages and disadvantages to the employees of this pattern of shift work.

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Alan has had to work for six days per week, four weeks in a row as another member of staff has been ill. He argues that this is against the terms of his contract and wishes to complain about it through the use of a grievance procedure.

(c) Describe the process that this grievance procedure could follow.

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Thodis Park is in the south-west of England. The owners of the park have two other leisure parks. One is in Wales and the other is in the north of England. These have both seen recent increases in visitor numbers. At both of these parks, new rides have been installed to give visitors the best possible experience. Falling numbers at Thodis Park mean that less staff are needed there, but rather than make them redundant, the management are offering some staff redeployment instead.

- (d) Evaluate the decision to offer staff redeployment rather than making them redundant in this situation at Thodis Park.

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(Total for Question 3 = 20 marks)



4 Staff turnover is much higher in the park in the north of England. The manager is very autocratic in style. This means that she makes all decisions herself wherever possible and insists that everything is done in the way she says. Suggestions by staff are ignored and requests for training are turned down as she cannot see the point of it. Instructions are issued to staff by e-mail and there are very few staff meetings where staff can put their points of view across. The manager is about to retire and the owners wish to appoint a new manager who has a different management style.

(a) Analyse the possible effects of a change of management style on the motivation of the staff.

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A new manager has been appointed and he has noticed that the staff are poorly motivated. He knows that part of this is due to the previous manager's style but realises that there are additional reasons. Some new staff have arrived, having been redeployed from Thodis Park, and are working on attractions they haven't seen before. The established members of staff often treat the new staff as if they are completely new to the industry. The new manager has decided to use staff development and training as a way of increasing motivation.

(b) Evaluate the use of staff development and training as a method of motivating the staff at this park.

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(c) Identify **one** other motivational method that could be used effectively with the staff in this situation. Explain how it could be used to motivate them.

(3)

Motivational method selected

Explanation

(Total for Question 4 = 17 marks)

TOTAL FOR PAPER = 90 MARKS



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