

Write your name here

Surname

Other names

Centre Number

Candidate Number

Edexcel GCE

Leisure Studies

Advanced

Unit 5: Employment in Leisure

Wednesday 19 January 2011 – Afternoon

Time: 1 hour 30 minutes

Paper Reference

6970/01

You do not need any other materials.

Total Marks

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(f) and 2(d). 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.

Turn over ►

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

1 Island Sailing Club has a popular high quality restaurant. Its Head Chef has just left and it needs to recruit a new one. The Human Resources Department are to carry out a job analysis and create a job description and person specification.

(a) (i) Explain what is meant by a *job analysis*.

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(ii) State **four** items that you would expect to see in a **job description**.

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(iii) Explain how the **job description** would be used in the recruitment process for the role of Head Chef.

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(ii) Identify **one** other appropriate way in which the club could advertise for the post of Head Chef. Explain why you think it is suitable.

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Before the interviews took place, the interview panel needed to decide upon the questions to ask. Two of the first suggestions were:

Question A. What would be your ambitions for this restaurant?

Question B. What catering qualifications have you got?

(c) (i) What would you like to hear from the candidate for the role of Head Chef in response to Question A?

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(ii) Explain why Question B might be a poor question to ask the candidates for the post of Head Chef.

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The candidates for this post only had to attend an interview with one interviewer. However, not all the recruitment team thought that this was suitable.

(d) Suggest **two** ways in which the recruitment team could have improved their selection process at this point. Justify each of your choices.

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Once the new Head Chef starts, the job will not be straightforward. In a team of six, both the sous-chef (the Head Chef's direct assistant) and one other are about to go on maternity leave.

The new Head Chef is currently a sous-chef in a much larger 'high tech' kitchen. The food served, and the equipment in the kitchen at the club, is much more traditional. Restaurant kitchens require a high degree of teamwork so that meals are served at the right time.

(e) Explain what is meant by *maternity leave*.

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*f) Explain why an induction would be important for the new Head Chef.

(8)

Handwriting practice area consisting of 25 horizontal dotted lines.

(Total for Question 1 = 43 marks)



2 Island Sailing Club's recruitment procedures are not perfect. Last month it interviewed two 15 year old candidates, Laura and Karl, for part-time positions in the cafe. This is what they said about their experiences:

Laura: 'I arrived on time and my interviewer took me to the cafe, which was quite busy. He interviewed me at one of the tables there (one of my friends waved to me). At the end he said they would let me know. That evening I got a text to say they had decided not to take anyone on after all. Mum and Dad have been members there for years – they were not amused!'

Karl: 'As part of my interview I had to do a two-hour shift (unpaid!) in the cafe to see how I coped. I heard nothing for two weeks so phoned them. They told me the Head Chef had left so they weren't taking on anyone new at the minute.'

(a) (i) Identify **three** aspects of these procedures that you would consider to be examples of poor practice.

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(e) Explain why a club such as Island Sailing Club may have some employees on seasonal contracts.

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(Total for Question 2 = 30 marks)



One area in which the management team know they have a problem is the work of the staff who look after the marina area outside. The staff's work is poor much of the time and the marina manager is a poor timekeeper. Their web blogs often talk about not properly knowing what to do and having to do the same thing all the time so they are bored.

Currently the club operates a system of job rotation to try to motivate them, but this seems to have had little effect. Some of the staff have received verbal warnings recently about their work practices.

The management team has decided to use appraisals as a method of motivation.

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

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