

Write your name here

Surname

Other names

Centre Number

Candidate Number

Edexcel GCE

Leisure Studies

Advanced

Unit 5: Employment in Leisure

Monday 21 January 2013 – 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(b) (ii) and 1(f). 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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PEARSON

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

1 The Woodland Experience (TWE) is a leisure park. Each year it attracts 500,000 visitors, who stay in chalets among the trees and enjoy many outdoor activities. There is also a central leisure area with facilities including a forest themed swimming pool and slides. A number of retail outlets provide customers with a shopping experience and food. These are franchises (run by other companies) – some are big chains and some are small local outlets.

A Deputy Manager resigned recently and Human Resources started the recruitment process to find a replacement. Following the job analysis, they needed to produce a person specification and a job description.

(a) (i) Describe what is meant by a *person specification*.

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

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TWE decided to place the advert for the new Deputy Manager only on the internet using specialist recruitment websites.

(b) (i) Explain the advantages of using this method to advertise for the role of Deputy Manager.

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The following is a copy of the advert which was placed on a number of specialist recruitment websites.

The Woodland Experience

Advert posted: 09/01/2013

Type of job: Permanent, full-time

Salary: £45,000

We have a vacancy for a **Deputy Manager** at our popular leisure park.

The successful candidate would be responsible for organising the day-to-day running of the main central leisure area. You will be responsible for the management and development of this area and would need to have an understanding of stock control, cash and budget management and the ability to work with leisure industry software. Your ability to be creative, together with a high degree of organisation, will be vital in providing consistently high standards and excellent levels of customer service.

Previous work in the leisure industry not essential – we would encourage applicants from all backgrounds.

Email your CV to manager@woodlandexperience.com



* (ii) Evaluate the effectiveness of this advert for attracting applicants for the post of Deputy Manager at TWE.

(8)

Dotted lines for writing answer



P 4 1 5 8 2 A 0 5 1 6

(c) Explain why asking for a CV might be the most effective way for TWE to recruit a Deputy Manager. You should use the information in the advert on page 4 in your response.

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Having shortlisted the best candidates for the post, TWE prepares for the interview process.

(d) Complete a pre-interview checklist that would help to ensure that the interviews are as effective as possible.

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The interview panel decided what questions to ask at the interview. The first suggestions were:

Question A: What experience have you got in the leisure industry?

Question B: How would you use your skills and attributes to benefit TWE in this role?

(e) (i) Explain why Question A might be a **poor** question to ask for the post of Deputy Manager at TWE.

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(ii) Explain why Question B might be a **good** question to ask for the post of Deputy Manager at TWE.

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The new Deputy Manager has now been appointed.

The new Deputy Manager’s previous job role was as a manager of a small company in the financial services industry. She has no leisure industry background. In her last post she spoke to many customers by phone, but not face to face. She is now responsible for a series of different facilities within the main central leisure area including swimming pool and changing areas, cafes and an adventure playground. TWE are to give her a thorough induction, lasting 5 days. This will include one day job shadowing the other Deputy Manager at TWE who is responsible for the outdoor areas.

- *f) Analyse the benefits of giving the new Deputy Manager at TWE this thorough induction.

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(Total for Question 1 = 47 marks)



2 The main administration office at TWE is open between 08:00 and 18:00. All full-time employees have to work between 10:00 and 14:00 when they are busiest. Apart from these times they can choose when they work. Employees are able to work from home for a maximum of 3 days each month. Working patterns have to be agreed with the Deputy Manager at the start of each week. Employees have to work for a total of 40 hours per week and they have scheduled breaks.

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

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(ii) Analyse the benefits of these flexible working patterns to both the organisation and the employees.

(8)

A series of horizontal dotted lines providing space for the candidate's answer.



TWE needs to replace two part-time workers in the administration department. Human Resources has decided to advertise for one full-time worker instead.

(b) Outline **two** reasons why TWE might prefer to employ one full-time worker rather than two part-time workers.

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In the central leisure area is a craft shop run by a small local company. This sells specialist equipment for drawing, painting, needlework and other crafts. It also runs craft workshops. These are popular with many older customers who stay at TWE and return each year just for these. There are five employees who work very hard running the shop and the craft workshops – they have all worked there since it opened 8 years ago and often put in extra unpaid hours when the shop is busy. They are very knowledgeable and customers value their advice. Claudia, one of the employees, is pregnant and she is about to go on maternity leave.

(c) Analyse the possible effects on the craft shop and its employees of Claudia taking maternity leave.

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(Total for Question 2 = 23 marks)



3 Part of the new Deputy Manager's role is to ensure that staff in the central leisure area are working effectively. She knows that they need to be motivated in order to work effectively and tries to use the most suitable method for each member of staff. In her last post she used appraisals and performance related pay to motivate most employees.

(a) Explain how an appraisal is used to get the best out of employees.

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(b) (i) Identify **one** role in the leisure industry where performance related pay would be an appropriate method of motivation. Justify your choice.

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Chosen role

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(ii) Identify **one** role in the leisure industry where performance related pay would **not** be an appropriate method of motivation. Justify your choice.

(3)

Chosen role

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Question 3(c) starts on the next page.



