

Write your name here

Surname

Other names

Centre Number

Candidate Number

Edexcel GCE

Leisure Studies

Advanced

Unit 5: Employment in Leisure

Friday 14 June 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) 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 Loda Sports is a chain of health clubs which all have both indoor and outdoor facilities. At present the sales and marketing in its club in Sinton is all done by one department. Loda Sports is re-structuring the club in Sinton so that in the future there will be separate sales and marketing departments. As a result, the club will need a Sales Manager and a Marketing Manager to run the two departments.

At the moment all the work is done by two part-time employees and two other full-time employees. One of the part-time employees is leaving and the Human Resources department is starting to do a job analysis and produce a job description before advertising for a Marketing Manager.

(a) (i) State **three** items you would expect to find in a job description. (3)

- 1
- 2
- 3

(ii) Explain the benefits to Loda Sports of carrying out a job analysis before advertising for a Marketing Manager. (6)

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The Marketing Manager is a senior post with an annual salary of £65,000.

(c) Identify **two** suitable methods of advertising that could be used to fill the post of Marketing Manager. Explain why each method would be suitable.

(6)

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Loda Sports has decided to ask candidates to complete an application form when applying for this post.

(d) Outline **two** benefits to Loda Sports of candidates completing an application form rather than sending in a CV.

(4)

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Two of the essential criteria for the post of Marketing Manager are:

- degree in marketing or equivalent
- experience of graphic design and website development.

(e) Explain how these criteria could be used in the recruitment process.

(4)

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The following has been suggested for the format of the interview process. Each candidate will have to:

- give a presentation on marketing
- take part in a role play exercise with other candidates
- have an individual interview with the manager of the Sinton club and a manager from one of Loda Sports' other clubs.

* (f) Evaluate the possible effectiveness of this process in helping to select the best candidate for the post of Marketing Manager.

(8)

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Once appointed, the new Marketing Manager will need a full induction.

(g) Identify **three** areas that should be included in the induction for the Marketing Manager. Justify your choices.

(6)

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(Total for Question 1 = 45 marks)



2 To promote itself and increase membership, Loda Sports has decided to put on a series of activities for young children and teenagers during the school holidays in August. The company is advertising for extra staff for this project. Some of them will be volunteers.

(a) (i) Explain why people may volunteer to work in the leisure industry.

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(ii) Evaluate the decision by Loda Sports to use some volunteers for this project.

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Some volunteers are under the age of 18. Loda Sports also employs children from 14 years of age in the cafe, especially at weekends but sometimes during the week when they are busy.

(b) Outline **two** ways in which Loda Sports can ensure that these children will be adequately protected whilst at work.

(4)

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Recently an employee was found to be underachieving. His work was poor and he was arriving at work late most days. He has been employed for five years with a consistently good work record. His line manager has twice commented on this change but the employee has refused to talk about it. Loda Sports has decided to start a disciplinary procedure for him.

- (c) Explain how a disciplinary procedure may help to achieve the best end result for Loda Sports and the employee.

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When a chain of health clubs needs to reduce the number of staff in one branch of its organisation it may sometimes offer staff redeployment rather than redundancy.

(d) (i) Explain what is meant by *redundancy*.

(2)

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(ii) Explain why a chain of health clubs might use redeployment rather than redundancy when reducing the number of staff in one branch of its organisation.

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(Total for Question 2 = 28 marks)



3 The staff at the Sinton branch of Loda Sports do not all get on with each other. The deputy manager is very autocratic and has given negative appraisals to a number of the younger employees, causing them to work less hard. As a result some older workers have begun to resent the youngsters, who they see as lazy.

The original staffroom has been taken over for office space and the new one is a temporary hut which cannot accommodate all the staff at the same time. Recent cutbacks have meant that the staff no longer have discounts on meals at the cafe or discounts for their families using some of the facilities. Sickness and absence amongst the staff has increased noticeably in the last two years.

The manager is considering ways of motivating the staff and has decided that Loda Sports should take steps to develop a positive working environment, both in physical and social terms.

(a) (i) Explain what is meant by *sickness and absence*.

(3)

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Three young gym staff at Loda Sports are good friends and work well together. Their work shows great promise and they have helped bring many customers into the club. They all have young families and want to earn as much as they can. However, recent cutbacks have meant that there will be no pay rises at Loda Sports in the next two years. The manager does not want them to leave the club. There are other gym staff that do the same job but not as well.

The manager has decided to offer the three young gym staff management training, with potential for promotion, as a means of motivating them.

(b) Evaluate the use of management training and potential promotion as a means of motivating the three young gym staff.

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Question 3(b) continues on the next page.



(Total for Question 3 = 17 marks)

TOTAL FOR PAPER = 90 MARKS

