

Write your name here

Surname

Other names

Pearson
Edexcel GCE

Centre Number

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Candidate Number

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Leisure Studies

Advanced

Unit 5: Employment in Leisure

Thursday 8 June 2017 – 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.*
- Questions labelled with an **asterisk** (*) are ones where the quality of your written communication will be assessed
– *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.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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

1 Kiskaton Leisure Centre (KLC) is one of five leisure centres owned by Kiskaton Council. It wants to recruit staff for a number of new roles. Before deciding which posts to recruit for, it carries out a job analysis.

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

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KLC is advertising for the post of Customer Relations Adviser. The post is on a casual basis, working irregular hours (as and when needed) and paying £8 per hour. KLC has decided to advertise this in the local paper.

(ii) Explain why the local paper would be a suitable place to advertise this post.

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The main job roles of, and person specification for, the post of Customer Relations Adviser are shown in Table 1. As stated, this post is on a casual basis.

Job Roles	Person Specification
<p>Improving sales and customer retention.</p> <p>Overseeing operation of the reception area.</p> <p>Working with other leisure centres the council owns.</p> <p>Ensuring customer sales and bookings are managed correctly.</p> <p>Accurately undertaking cash handling and administrative duties.</p> <p>Dealing with complaints promptly and politely.</p>	<p>Experience of delivering first class customer service in a target driven sales environment.</p> <p>Excellent verbal communication skills.</p> <p>Advanced Microsoft Office skills.</p> <p>Good numerical and written skills.</p> <p>Proven ability to raise standards in a workforce.</p>

Table 1

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*(b) Evaluate the effectiveness of this person specification in recruiting for the post of Customer Relations Adviser.

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KLC is considering offering the post of Customer Relations Adviser as a job share.

(c) Using the information shown in Table 1, analyse the use of a job share for this post.

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Use the following information to answer Question 1(d).

KLC is also recruiting a new Marketing Director. This is a senior post overseeing marketing in all the leisure centres the council runs. The council hopes the new Marketing Director will expand its sponsorship programme as well as develop partnerships with private organisations. The council is not necessarily expecting the best candidate to come from a sports background, but the candidate will need to be well organised and have attention to detail.

Human Resources has decided to ask candidates to send in CVs rather than complete application forms.

- *(d) Analyse the possible benefits of asking candidates to submit CVs rather than application forms for the post of Marketing Director.

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KLC has decided to interview the shortlisted candidates in a group interview. There will be at least three interviewers and the candidates will all be in the room at the same time. The candidates will be asked to take part in short tasks during the interview.

- (e) (i) Analyse the advantages of this process in helping to select the best candidate for the post of Marketing Director.

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The successful candidates from the group interview will be invited back for an individual interview. The following two questions have been suggested for this interview.

Question A

Give me an example of how you have attracted sponsorship in your present job.

Question B

How do you think your experience in your present post will help you succeed in the role of Marketing Director?

- (ii) Which of these two questions do you think would be **more** effective in helping to recruit the best person for the job? Justify your choice.

(4)

Question chosen

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Once the interviews have finished, KLC will make the appointment.

- (f) Identify **five** stages of an appropriate appointments procedure that an organisation could use.

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(Total for Question 1 = 44 marks)

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2 Kiskaton Leisure Centre is open for 16 hours each day, although some areas, such as the offices, are open only for part of this time. KLC uses a system of shift work for its employees in most departments.

(a) (i) Explain what is meant by *shift work*.

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(ii) Explain the advantages and disadvantages of shift work for **employees**.

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One of KLC's employees does not like working shifts and is continually late for work. His line manager wants to start a disciplinary procedure.

(b) Explain the benefits of using a disciplinary procedure in a situation such as this.

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Use the following information to answer Question 2(c).

Each year KLC holds a two-day promotional event to help attract new members. It needs extra staff on these days and many are volunteers from the leisure centre's membership. Some volunteers help for both days, others just for one. Some of these volunteers are used as guides, whilst others are stewards for activities that take place.

- (c) Explain the advantages and disadvantages to the leisure centre of using volunteers rather than employing casual staff on these days.

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The leisure centre is on three floors. The swimming pool is on the ground floor and the gym and studios on the first floor. The administrative offices and changing rooms are on the second floor. KLC prides itself on the fact that all its services, including classes, are open to all.

(d) Explain **three** possible impacts of disability discrimination legislation on the operation of Kiskaton Leisure Centre.

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Use the following information to answer Question 2(e).

KLC has some employees who have been there for many years. The management team is concerned that these employees always use the same working practices and are unwilling to take on new ideas. Some of these employees are strong-willed and influence the newer staff. This means that the new staff do what has always been done, even though they do not always agree with it. The management team has decided to try to improve this situation by taking all the employees on a team-building weekend.

KLC has the choice of two leaders for this weekend. One has an autocratic management style, making all the decisions, whilst the other has a democratic management style, allowing staff to make most of the decisions themselves. The management team has decided to use the democratic leader.

- (e) Evaluate the decision to choose a democratic, rather than an autocratic, leader for this team-building weekend.

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(Total for Question 2 = 33 marks)



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3 Anna has been a member of the administrative staff for three years. She is keen to move up through the company but has had limited experience, so feels frustrated. Management has decided that she should be given job enlargement as a way of motivating her.

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

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(ii) Explain how job enlargement might be used to motivate Anna.

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Use the following information to answer Question 3(b).

The KLC membership team is well established and works well together. Team members are paid a salary with a small bonus if team targets are met. Most team members are happy with the amount they are paid for their work, although in recent months they have only just met the team targets. Suzie, a relatively new member of the team, is unhappy as she seems to be more successful at recruiting new members but this makes no difference to her pay. She has a young family and is keen to work hard to do the best she can for them.

Management has decided to use performance related pay for each individual member of the team as a method of motivation.

- (b) Evaluate the decision to use performance related pay as a method of motivating the membership team.

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(Total for Question 3 = 13 marks)

TOTAL FOR PAPER = 90 MARKS

