

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

Monday 13 June 2016 – 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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P 4 6 5 7 8 R A 0 1 1 6

**PEARSON**

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

**1** Champagne Health Club (CHC) is growing. In the past its spa area has been run by the Spa Manager alone but the management team thinks that an Assistant Spa Manager is now also needed. However, there are four other full-time staff in the spa and it is not certain if there will be enough work for all these members of staff plus an Assistant Spa Manager. One of the staff members is approaching retirement age.

The first tasks in the recruitment and selection process are to carry out a job analysis and produce a job description.

(a) (i) State what is meant by a *job description*. (2)

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(ii) Explain the importance to CHC of carrying out a job analysis in this situation. (6)

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In order to produce a person specification for the post of Assistant Spa Manager, the Human Resources Department must decide on the skills and qualities that the successful applicant will need. The main job roles are as follows:

- To oversee the recruitment, assessment, training and management of staff
- To ensure that reception is supervised at all times
- To ensure the health and safety of staff and customers
- To ensure that complaints are acted upon immediately
- To manage good staff/guest relationships within the department
- To operate the department cost effectively.

(b) Suggest **two** criteria that could be used in the person specification for the role of Assistant Spa Manager at CHC. Justify your choices.

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The next stage in the recruitment process is to shortlist the applicants.

(c) Describe the shortlisting process.

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Having shortlisted the candidates, CHC will now prepare for the interview.

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

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The recruitment and selection process at CHC is documented in detail and all those involved in recruitment are required to follow it carefully. Two of the existing members of the administrative team reached the interview stage, together with four external applicants.

(e) Explain the importance to CHC of having an appropriate recruitment and selection policy.

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Before a new member of staff starts work they have to sign a contract of employment.

(f) Explain the importance to a new employee of having a contract of employment.

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The new Assistant Spa Manager at CHC will have to take part in an induction. Two of the areas that will be covered in the induction are:

- 1. Meeting the staff in the spa and the managers from other departments
- 2. Watching and, where possible, experiencing the range of treatments available in the spa.

(g) (i) Explain why each of these two areas of an induction would be important for a new Assistant Spa Manager at CHC.

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(ii) Identify **two** other possible areas that the induction should cover.

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**(Total for Question 1 = 47 marks)**



2 Champagne Health Club is open from 08:00 to 22:00 each day. It is always busier at the weekend and on weekday evenings. In addition to full-time staff, part-time staff are employed to ensure that all job roles can be covered at all times. The part-time staff are employed mainly in reception and in the finance, cleaning and maintenance departments.

(a) Analyse the advantages and disadvantages of using part-time staff, rather than casual staff, to carry out these roles.

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Many of the staff who do not meet customers directly have flexible working hours. They have to work a set number of hours per week but can work when they like on their working days as long as they do at least four, but not more than nine, hours on each of those days. This system benefits both employees and CHC.

(b) Explain the benefits of flexible working to staff at CHC.

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The beauty salon has a team of four full-time employees. They are all specialists, work well as a team and get on together socially. They are popular with customers and have many regulars in the local area. They are always fully booked and often put in extra hours to ensure all customers are satisfied. Sara, one of the team members, is about to go on maternity leave. She thinks she will return to work once this ends.

\*(c) Analyse the possible effects on the beauty salon of Sara taking maternity leave.

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CHC has a small conference centre but it is not used much and the management team has decided to close it. Jeff, a cleaner there, is 56 and has been with CHC since he left school. He has been offered the choice of taking redundancy or redeployment in CHC's larger conference centre, which is 100 miles away.

(d) Analyse the advantages and disadvantages to Jeff of taking redundancy rather than redeployment.

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**(Total for Question 2 = 26 marks)**



**3** CHC has just opened a new indoor fitness centre. Most staff in the new centre are existing employees of CHC. They often arrive at work late, do as little as possible and argue about how the centre should be managed. New staff are unsure of their job roles and believe that working in the new centre appears to have no prospects.

The management team wants to increase the motivation of staff and has decided to use staff development and training rather than performance related pay.

(a) (i) Explain what is meant by *performance related pay*.

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(ii) Evaluate the use of staff training and development as a method of motivation for the staff in the fitness centre at CHC.

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A series of horizontal dotted lines provided for writing the answer to the question above.



Ludvic is one of the new staff. He achieved well at GCE, although he did not enjoy studying. He joined CHC after completing his GCEs and is hoping to work his way up through the company. He is very organised and quick to learn new skills but his appraisal showed that he is becoming bored with his work as a low level administrator.

His line manager has suggested that he should be motivated by job rotation.

(b) Evaluate the decision to use job rotation to motivate Ludvic.

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**(Total for Question 3 = 17 marks)**

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**TOTAL FOR PAPER = 90 MARKS**



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