



Oxford Cambridge and RSA

**To be opened on receipt**

**A2 GCE LEISURE STUDIES**

**G184/01/CS Human Resources in the Leisure Industry**

**PRE-RELEASE CASE STUDY**

**JUNE 2016**



**INSTRUCTIONS TO TEACHERS**

- This Case Study **must** be opened and given to candidates on receipt.

**INFORMATION FOR CANDIDATES**

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **4** pages. Any blank pages are indicated.

## ROCKCLIFFE RACING

Rockcliffe Racing is a race circuit located in the North West of England. It is situated in a relatively rural location, with the closest village being 10 minutes away and the nearest town 40 minutes away. The circuit can be accessed by 'A' roads.

Rockcliffe's facilities include:

- racing circuit suitable for cars and motorbikes 5
- pit area
- grandstand viewing area
- catering outlets
- retail outlets
- toilet and shower blocks 10
- substantial car park
- camping/caravan area with electrical points.

The race circuit was taken over by the Smedley family eight months ago, after the previous owner went bankrupt. At this point the circuit had few customers and the reputation of the facility as a professional organisation had been lost. 15

The Smedley family has a lot of experience in racing and already own two other race circuits, one in the North East of England and the other in Scotland. Andrew Smedley and his wife, Marie, own Rockcliffe; however, the day-to-day management falls to their daughter Jean. Andrew used to race motorbikes professionally and has a large number of contacts in the sport. Jean, although relatively young at 20 years old, has been brought up on race circuits and knows a huge amount about motorsport. 20

As a race circuit, they host several major racing events for both motor bikes and cars, which take place throughout the year. On top of this they work with a company who sell race day packages to the general public. These days allow the general public to pay to drive a sports car, such as a Ferrari, around the circuit. 25

When the Smedley family bought the circuit, Andrew and Marie decided that the staff who had worked for the previous owner should be kept on. The staff are made up of full-time permanent staff, part-time permanent staff and part-time seasonal staff who are used on race days.

Rockcliffe Racing is organised on a functional basis with a general manager and a number of specialised departmental managers (see Fig. 1). Following the takeover all of the staff retained their previous positions and salaries except for Justin Sharp. Justin had previously managed the circuit; however, as Jean is now doing this, he was offered the position of Assistant Manager, whilst retaining his old salary. Justin took the new position, but has not settled to his new role. 30

Justin had worked for the previous owner for the last ten years, and as the owner had a very hands-off approach, he operated as his own boss, and had little accountability for his actions. 35

Justin is struggling in his new role. He finds it difficult to take direction from someone who is 25 years his junior. He also feels that as a female, Jean cannot understand motorsport and, therefore, should not be the manager. Initially, this did not cause any issues, but lately Justin has started to arrive at work late, and does the bare minimum when there. He feels he has been humiliated in front of the rest of the staff due to his change in job role. He has received a verbal warning for this behaviour. 40

Justin is also having a negative impact on some of the other members of staff and the team as a whole. He sometimes contradicts what Jean says in team meetings and also gives out tasks and instructions which are contrary to what Jean has instructed.

Motorsport racing generally only takes place from early spring until the autumn, with a quiet season over winter. In order to maximise their potential income Jean has been investigating the idea of using the large car park as a venue to hold a weekly car boot sale. Her idea works in terms of the planning permission needed, however she feels they will need some additional staff to help organise and assist customers and ensure these days run smoothly. Although she does have part-time seasonal staff who are used during race events, she feels bringing in some agency staff may be a good option, as finding additional staff is difficult due to the location.

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Jean is also considering a staff development programme to up-skill her staff and allow them to become multi-skilled, but has not made a decision on whether the benefits will outweigh the costs.

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Another idea in the planning stage is the use of the circuit and the attached facilities for events. This could be weddings, christenings, business meetings and corporate entertaining. This area was never exploited by the previous owner, but has definite potential in terms of bringing in income. Jean feels it would be useful to recruit an events manager who would take control and build this part of the business. The new events manager would work alongside the other managers of the circuit, and be accountable to Jean. Jean is in the process of recruiting an events manager to the team, and has placed an advertisement in a number of trade magazines and newspapers (See Fig. 2).

### Rockcliffe Racing – Functional Organisational Chart

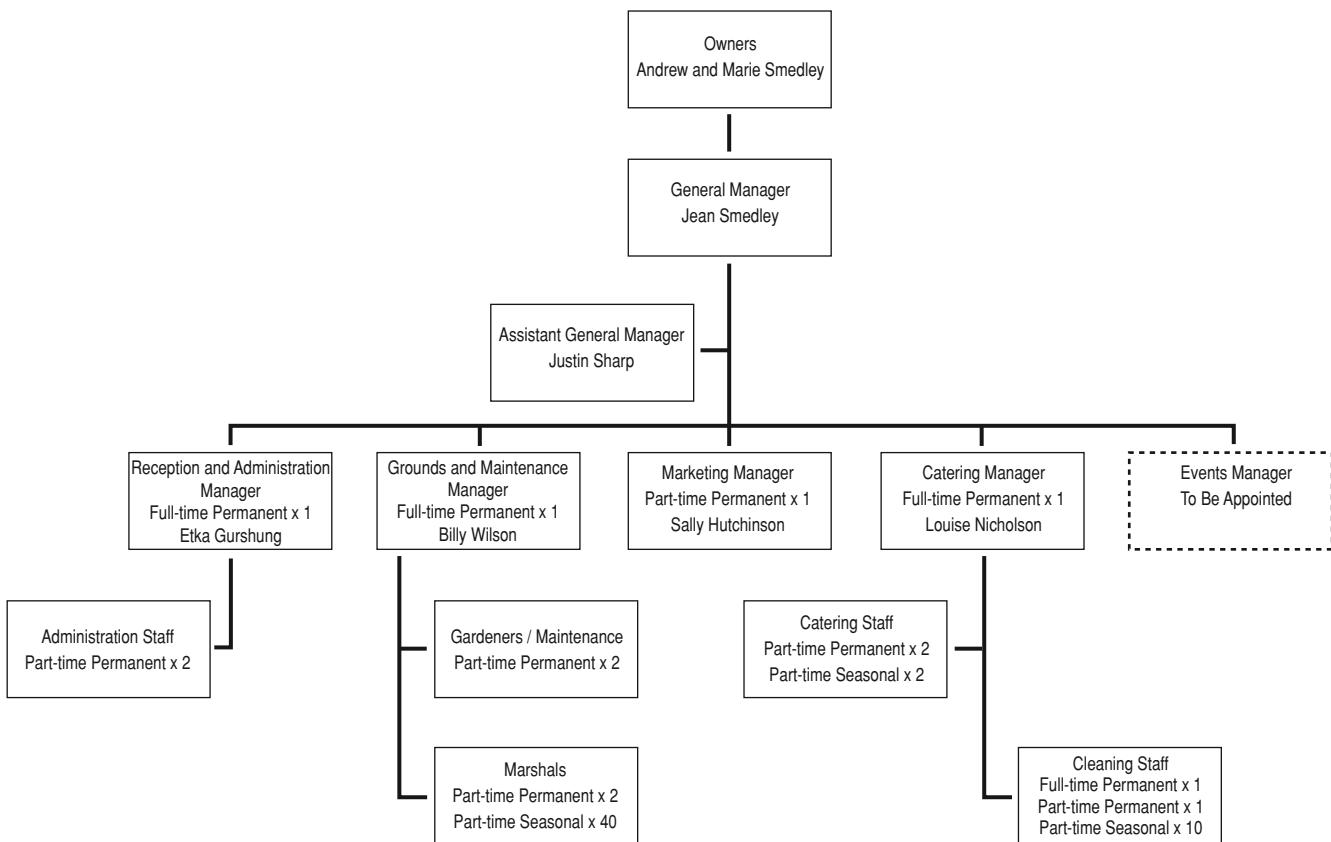


Fig. 1

**Events Manager Advert**

**Rockcliffe Racing**

**Do you have Drive, are you a Mover and a Shaker, with Forward Thinking?**

**Are you young, and full of energy, with plenty to go, go, go?**

**Can you be first off the grid?**

**Do you want to be on the winner's podium?**

**Consider working for ROCKCLIFFE RACING!**

**This PREMIER RACE CIRCUIT IN THE North West of England**

**We need an event manager – IS THAT YOU?**

**Apply at [RockcliffeRacing.co.uk](http://RockcliffeRacing.co.uk)**

**Fig. 2**



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