

## Thursday 16 January 2020 – Afternoon

### Level 3 Cambridge Technical in Business

05878 Unit 9: Human resources

Time allowed: 2 hours

C426/2001



**You can use:**

- a calculator

Please write clearly in black ink.

Centre number

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Candidate number

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First name(s)

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Last name

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Date of birth

D	D	M	M	Y	Y	Y	Y
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#### INSTRUCTIONS

- Use black ink.
- Write your answer to each question in the space provided. If you need extra space use the lined page(s) at the end of this booklet. The question numbers must be clearly shown.
- Answer **all** the questions.

#### INFORMATION

- The total mark for this paper is **90**.
- The marks for each question are shown in brackets [ ].
- This document has **16** pages.

#### ADVICE

- Read each question carefully before you start your answer.

FOR EXAMINER USE ONLY	
Question No	Mark
1	/12
2	/22
3	/24
4	/16
5	/9
6	/7
<b>Total</b>	<b>/90</b>

### Text 1: La Scarpa

*La Scarpa* is a shoe shop, based in a small town in Cheshire. It sells luxury brands of footwear. The business has an excellent reputation in the local area for selling good quality shoes at reasonable prices and for providing outstanding customer service. The shoe shop is owned and managed by Sara Sterling, a sole trader. Sara employs five staff to help her run the shop. She encourages her employees to work as a team. Sara uses a democratic management style.

**Employees** – An assistant manager is employed to help Sara manage the shop. This allows Sara the time to visit suppliers and carry out the administrative duties associated with running her own shoe shop. In addition, two full-time sales assistants and two part-time sales assistants are employed. The sales assistants are responsible for helping and advising the customers, taking payments and ensuring that the shop is clean and tidy. The staff work well as a team and enjoy their work. The full-time sales assistants work 38 hours a week. The part-time staff work a minimum of 10 hours a week. These hours can be over any of the 6 days a week that the shop is open. The part-time staff may also be asked to provide holiday or sickness cover for the full-time staff.

**Pay** – Sara pays all of the sales assistants £10.00 per hour. The assistant manager is paid an annual salary of £28 000.

**Training and development** – All employees receive induction training when they join the business. Sara also mentors new employees to ensure that they know about the products sold and can provide the excellent service that customers expect to receive.

**Future plans** – Sara is planning to expand the business. She wants to open a second branch in a town 25 miles away. She has carried out research and believes that there is sufficient demand for a second shop. Sara's plan to expand the business will have a significant impact on the organisational structure of *La Scarpa*. New employees will be needed and there will be the potential for promotion for some of the existing employees.

Sara plans to recruit a full-time manager for the new store as well as a full-time manager for the existing store. This means that she can then oversee both stores rather than being hands-on in just one of them. The new store will also require an assistant manager, two full-time sales assistants and two part-time sales assistants. Sara knows that the new store must offer the same level of customer service as the existing store, otherwise the reputation of the whole business may be affected.

**Table 1: Performance data for *La Scarpa***

Performance Data	2017	2018	2019
Full-time sales assistants employed	2	2	2
Part-time sales assistants employed	1	1	2
Sales assistants leaving during the year	1	0	1
Customer complaints received	15	20	7

Answer **all** the questions.

- 1 (a) Analyse **one** internal factor and **one** external factor that may affect human resources planning at *La Scarpa*.

Internal factor.....

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External factor .....

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[6]

- (b) (i) Using information from **Table 1**, calculate the labour turnover rate for sales assistants at *La Scarpa* for **2019**. Show your workings.

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[3]





**(b)** There is no formal appraisal process currently in place for any of *La Scarpa*'s employees.

Explain **two** different appraisal techniques; one that is suitable for appraising the assistant manager and one that is suitable for appraising the part-time sales assistants.

- appraisal technique suitable for appraising the assistant manager;

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- appraisal technique suitable for appraising the part-time sales assistants.

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**[4]**

**(c)** Once the new store opens, Sara plans to introduce a two-month probationary period for all new employees.

Outline **one** advantage to *La Scarpa* of introducing a probationary period for all new employees.

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**[2]**







(b) Explain **two** procedures that Sara could introduce to minimise the risk of conflict in the workplace after the new store is opened.

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[4]

(c) (i) Explain **one** reason why empowering employees may improve employee engagement at *La Scarpa*.

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[2]

(ii) Explain **one** reason why introducing a work council may improve employee engagement at *La Scarpa*.

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[2]

- 4 (a) Outline **one** benefit to Sara of completing a skills audit prior to advertising the sales assistant vacancies.

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- (b) Explain **one** reason why Sara should maintain the confidentiality of all information collected during the recruitment and selection process.

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(d) Explain **two** interview protocols that Sara should consider when interviewing for the new managerial roles.

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[4]

5 (a) Sara mentors new sales assistants when they start working for *La Scarpa*.

(i) Explain **one** reason why the use of mentoring is an effective method of training and development.

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(ii) Recommend **one** method that Sara could use to measure the effectiveness of the mentoring that she provides to new employees. Justify your choice.

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(b) Explain **two** methods of off-the-job training that Sara could use to train the new managers.

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6 (a) Identify **three** barriers to effective employee relations.

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[3]

(b) When the new branch opens, the organisational structure of the business will change.

Explain **two** ways that this change might influence the relationship between Sara and the **existing** employees.

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[4]

**END OF QUESTION PAPER**

**ADDITIONAL ANSWER SPACE**

If additional answer space is required, you should use the following lined page(s). The question numbers must be clearly shown in the margins – for example 3(a) or 5(a)(i).

A vertical line on the left side of the page is followed by 25 horizontal dotted lines, providing a ruled area for writing answers.



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