Cambridge Technicals
Business

Unit 9: Human resources

Level 3 Cambridge Technical in Business
05834 - 05837

Mark Scheme for January 2020

Annotations

Annotation	Meaning
Tick	Valid point, mark awarded
Cross	Incorrect
Question mark	Response unclear
BOD	Benefit of doubt (mark awarded)
TV	Too vague (mark not awarded)
REP	Repetition (no additional marks awarded)
NAQ	Not answered question (incorrect focus)
L1	Level 1 response (identification)
L2	Level 2 response (explanation)
L3	Level 3 response (analysis)
L4	Level 4 response (evaluation)
CONT	Context (required for high L4 award only)

Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required before L4 can be accessed.

Question			Answer	Marks	Guidance

1	**(a)**		Responses include:
			
			Internal factors:
			  • business growth
			  • diversification into new sectors
			  • employee skill sets
			  • finance available from internal sources
			  • labour turnover rates
			  • restructuring
			  • retirement rates
			
			External factors:
			  • access to finance from external sources
			  • demographics
			  • economic growth
			  • government policy
			  • legislation
			  • technology
			
			Exemplar response:
			Business growth (1) is an internal factor that will affect human resource planning at *La Scarpa*. Sara is planning to expand the business by opening a second store. This means that new staff will be needed (1) so Sara will need to plan a suitable recruitment and selection process (1).
				2 x 3 marks	One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two analyses.
					
					Analysis **must** be business facing.

Question			Answer	Marks	Guidance
(b)	**(i)**		<u>No. of sales assistants/employees leaving during the year</u> x100 No. of sales assistants/employees employed during the year $\frac{1}{4}$ x 100 Answer = 25%	3	Up to three marks. Award full marks for 25% or 0.25. If correct answer not present, award marks as follows: • 1 mark for correct formula (in words or figures). 1 mark if the number of sales assistants has been calculated accurately (4). • maximum 2 marks for 25 (without percentage symbol) if seen.
(b)	**(ii)**		Responses include: • 2017/18 engagement has fallen • 2018/19 engagement has increased • over the three years employee engagement has been volatile/no trend/decreased then increased Exemplar response: In 2017/2018 it suggests that employee engagement worsened (1). In 2018/19 it suggests that employee engagement improved (1). Overall during the period employee engagement the situation was volatile (1).	3	Award: • One mark for 2017/18 • One mark for 2018/19 • One mark for summarising all three years

Question			Answer	Marks	Guidance
2	**(a)**		Responses include: • delegation • empowerment • flexible working • non-financial rewards e.g. employee of the month • opportunity for team working • perks/fringe benefits • praise • promotion opportunities • set targets • team-building activities • training and development opportunities • improved working conditions NB. Job rotation is unlikely to be an appropriate method as the sales assistants are serving customers and Sara is responsible for all other tasks. Exemplar response: Sara could provide promotion opportunities (L1) for some of the full-time sales assistants by encouraging them to apply for one of the new roles (L2). This may create a cost for the business as there will be recruitment costs to fill their vacant role (L3). A second possible method would be training (L1). This would allow the sales assistants to learn new skills (L2). Potentially improving customer service (L3). I think that offering promotion opportunities would be a good starting point because she will need more senior staff anyway once the second store opens (CONT). (L4).	16	**Levels of response:** **Level 4 (13 - 16 marks)** Candidate evaluates non-monetary methods that could be used by Sara to improve the motivation of sales assistants. **Level 3 (9 – 12 marks)** Candidate analyses why the non-monetary methods suggested would improve the motivation of sales assistants. **Level 2 (5 – 8 marks)** Candidate explains non-monetary methods that could be used by Sara to improve the motivation of sales assistants. **Level 1 (1-4 marks)** Candidate identifies non-monetary methods that could be used by Sara to improve the motivation of sales assistants. **L1** – award 1 mark for each non-monetary method identified. **L2** – any development/understanding of the method. Accept an example relating to the method identified in L1. **L3** – an impact on the business. Do **not** award increased motivation.

Question			Answer	Marks	Guidance
					L4 – an overall judgement on method(s) that are appropriate for this business, supported by previous analysis. Award 13 marks for a generic argument, award 14 marks for an argument with context (within the evaluation itself), award 15 marks for a detailed, specific, contextual argument which selects the most appropriate method(s), award 16 marks for a detailed, specific, contextual argument which selects the most appropriate method(s) with justification.

Question			Answer	Marks	Guidance
	(b)		Indicative content: Assistant manager: • 360 degree feedback • grading based on attendance and absenteeism • individual performance management by objectives • on-going monitoring of business performance • self-appraisal • upward appraisal Part-time sales assistants: • grading based on attendance and absenteeism • individual performance management by objectives • on-going monitoring of business performance • results-based appraisal e.g. personal sales • self-appraisal • peer appraisal Exemplar response: Assistant manager - Upward appraisal (1) could be introduced. This is where the sales assistants would be asked for their opinions on the workplace performance of the assistant manager (1). Part-time sales assistant - Grading based on attendance or absenteeism (1) could be introduced. This means that these sales assistants would be judged on whether they had regular poor attendance or whether they were reliable (1).	2 x 2 marks	One mark for correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations. Appraisal technique selected **must** be appropriate for the specific member of staff. Appraisal technique **must** be written in full e.g. do not award 360 degree without 'feedback'. Methods **must** be different. Do **not** award repetition.

Question			Answer	Marks	Guidance
	(c)		Responses include: • they can see how well they interact with customers • they can see whether the person fits well into the team • they can see whether their workplace performance meets the standards expected • they can see whether what is written on their CV/application form or said at interview is true • they can see whether any additional training is required • they can be asked to leave at the end of the probationary period • the business can keep employees who are excellent at the role Exemplar response: Sara will be able to judge whether what the employee has written in their application is true (1). If the person has said they interact well with customers but don't, then they can be asked to leave the business at the end of the probationary period (1).	2	One mark for correct identification of an advantage plus a further one mark for development.

Question			Answer	Marks	Guidance
3	**(a)**		Responses include: • poor communication • employees didn't get promoted when they have more experience • employees have more experience of shoe shops • manager doesn't have knowledge of the industry • manager doesn't have knowledge of shoes • manager doesn't know the procedures within *La Scarpa* • manager has no prior management experience Exemplar response: Existing employees have a better knowledge of shoe shops than the new manager (L1) This may cause resentment (L2), leading to the employees refusing to follow orders (L3). If the new managers are inexperienced as managers there may be poor communication between them and the employees (L1). The employees may be very annoyed by this (L2) and therefore argue with the manager in front of customers (L3). The extent to which conflict might occur depends on how supportive the employees are of the new managers. As Sara encourages her employees to work as a team (CONT) they may be willing to support the managers until they have a better understanding of the business. Conflict may therefore be lower than in a less team-oriented business (L4).	16	**Levels of response:** **Level 4 (13 - 16 marks)** Candidate evaluates to what extent recruiting inexperienced managers might cause conflict in the workplace. **Level 3 (9 – 12 marks)** Candidate analyses consequences. **Level 2 (5 – 8 marks)** Candidate shows understanding of likely employee response resulting from having an inexperienced manager. **Level 1 (1-4 marks)** Candidate identifies potential causes of conflict arising if inexperienced managers are recruited for both shoe shops. **L1** – identification of potential causes of conflict due to inexperienced managers. **L2** – employee response to having an inexperienced manager e.g. resentment, frustration, annoyance, not trusting, demotivate. Do **not** award 'happy/unhappy'. **L3** – consequence of the L1/L2 point on employee behaviour. Behaviour **must** cause conflict.

Question			Answer	Marks	Guidance
					L4 – an overall judgement of to what extent recruiting inexperienced managers is likely to cause conflict. Award 13 marks for a generic argument, award 14 marks for an argument with context (within the evaluation itself), award 15 marks for a detailed, specific, generic argument which explicitly considers the extent to which recruiting inexperienced managers is likely to cause conflict, award 16 marks for a detailed, specific, contextual argument which explicitly considers the extent to which recruiting inexperienced managers is likely to cause conflict.
	(b)		Responses include: • <u>clear</u> business policies (1) e.g. mediation policy (1), negotiation procedure (1), disciplinary procedure (1), grievance procedure (1) • open-door policy (for grievances/issues/concerns) • provide training for managers on how to minimise conflict Exemplar response: Sara could consider introducing an open-door policy especially once she has two (CONT) stores (2). Sara could consider introducing an open-door policy (1).	2 x 2 marks	In each case: • Award two marks for a contextual explanation ✓✓ CONT • Award one mark for non-contextual explanation ✓

Question			Answer	Marks	Guidance
(c)	(i)		Responses include: • make their own decisions/involved in decision-making • will help their self-esteem/will increase their confidence/make them feel valued, etc Exemplar response: Allowing employees to make their own decisions (1) will increase their confidence (1).	2	Award: • 1 mark for knowledge of empowerment • Plus 1 mark for explanation of why empowering employees may improve employee engagement.
(c)	(ii)		Responses include: • employees being represented/employees putting forward opinions/concerns/ideas • will feel listened to/make them feel valued/make them feel important, etc Exemplar response: Employees will be able to put their ideas forward (1). This should improve employee engagement as they will feel that management are showing an interest in their thoughts (1).	2	Award: • 1 mark for knowledge of a work council • Plus 1 mark for explanation of why introducing a work council may improve employee engagement

Question			Answer	Marks	Guidance
4	**(a)**		Responses include: • identify skills of the current work force/identify any skills gaps • help to write the person specification for new roles/help to select new employees with skills that fill the gaps Exemplar response: Sara will be able to identify the skills that current employees have (1) and as such identify gaps that new employees may fill (1).	2	Award: • 1 mark for knowledge of a skills audit • Plus 1 mark for link to recruitment/selection
	(b)		Responses include: • it is a legal obligation • the business' reputation may be damaged if any of the information is leaked • the business may struggle to recruit skilled/experienced staff if they lose trust in the business Exemplar response: If any of the information is leaked then applicants will not have trust in Sara and so she will find it difficult to recruit the best staff (2). If any of the information is leaked, customers won't trust the business (1).	2	Award: • 2 marks for an explanation that specifically links to recruitment/selection • 1 mark for a generic explanation

Question			Answer	Marks	Guidance
	(c)		Responses include: • make answer boxes bigger • logo or business name required • box for email address • box for referees • box for telephone number • box for personal statement Exemplar response: Box needed for email address (L1). This would be useful for Sara to get in touch with applicants quickly (L2), saving her time (L3). Box needed for referee details (L1). This is needed so that they can be asked to provide a reference if the applicant has a successful interview (L2). This reduces the risk of employing the wrong person (L3). Overall these improvements will help Sara to gain more information about each individual applicant. Including referee details is the most important as this could influence the decision of who to actually employ (L4).	8	**Levels of response** **Level 4 (7 – 8 marks)** Candidate makes an overall justified decision. **Level 3 (5 – 6 marks)** Candidate analyses the business-facing impacts of these improvements. **Level 2 (3 – 4 marks)** Candidate explains these improvements. **Level 1 (1 – 2 marks)** Candidate identifies improvements to the application form. **L1** – identification of improvements. **L2** – explanation of the improvements. **L3** – advantages and disadvantages to the business. **L4** – an overall justified decision. Award 7 marks for basic justification. Award 8 marks for detailed justification. Do **not** award 'ask for date of birth' or similar.

Question			Answer	Marks	Guidance
	(d)		Responses include: • being well-prepared for each candidate e.g. having read through their application form prior to them entering the interview room • giving sufficient time for interviewees to think and then respond • giving the interviewee the opportunity to ask questions • introductions • not overrunning on time • Sara needs to present herself appropriately • use of open and closed questions Exemplar response: Sara needs to make sure that she doesn't overrun on time in each interview (1). If she kept subsequent interviewees waiting it would not give a professional impression of Sara or the business (1).	2 x 2 marks	One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.
5	(a)	(i)	Responses include: • having a nominated /named person who shares their experience/knowledge/skills with a trainee/new employee • builds a better relationship/employee may be more motivated/monitor closely any progress made, etc Exemplar response: It allows a new sales assistant to have someone specific to talk to (1) so they have someone to ask if they need guidance (1).	2	Award: • 1 mark for knowledge of mentoring • Plus 1 mark for link to why it is an effective method of training and development

Question			Answer	Marks	Guidance
(a)	**(ii)**		Responses include: • customer feedback • employee feedback • observation • performance ratios/business performance • quality of service • testing Exemplar response: Sara could use an employee survey (1). This could include obtaining written feedback from new employees about how they have settled into their new role (1). This is useful because it is the employee's personal opinion (1).	3	Award: • 1 mark for recommending a method • 1 mark for explanation of the chosen method • 1 mark for a reason why this method has been chosen
(b)			Responses include: • conferences • online training (course) • simulation exercises • training courses • training videos/DVDs/presentations • webinar Exemplar response: Sara could use simulation exercises of serving customers (1). This would help her to show the new managers the level of customer service expected in the shoe shop (1).	2 x 2 marks	One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations. Methods **must** be appropriate for a managerial role.

Question			Answer	Marks	Guidance
6	**(a)**		Responses include: • communication (poor) • disengaged employees • lack of good leadership • management/leadership style • recruitment choices	3	One mark for each correct identification up to a maximum of three identifications
	(b)		Responses include: • she might have less time to listen to/spend time with each employee • communication may be more difficult • employees may feel alienated Exemplar response: There will be an additional layer (CONT) of management in the hierarchy. This may mean that Sara no longer interacts with the sales assistants on a day to day basis (2). There may no longer be interaction with employees on a day-to-day basis (1).	2 x 2 marks	Award: • 2 marks for a contextual explanation ✓✓CONT • 1 mark for a non-contextual explanation For context look for sales assistant, shop, shoes, democratic manager, hierarchy, extra layer, etc.