

## Tuesday 18 January 2022 – Afternoon

### Level 3 Cambridge Technical in Business

**05878** Unit 9: Human resources

Time allowed: 2 hours

C426/2201



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	/10
2	/17
3	/6
4	/25
5	/18
6	/14
<b>Total</b>	<b>/90</b>

## Donate-my-Car

*Donate-my-Car* is a charity based in Nottingham. The charity was launched in 2005 by Layla Norman. Layla had previously worked in second-hand car sales and was surprised by the number of people who were willing to accept very low prices for their old cars, just to get rid of them. *Donate-my-Car* provides members of the public with an easy way to get rid of their old car and raise money for a charity of their choice at the same time.

*Donate-my-Car* operates across the North West of England and the Midlands. Members of the public contact *Donate-my-Car* either by telephone or via *Donate-my-Car's* website. Arrangements are made to collect the car from the owner's home. Each car is then either sold for scrap or sold at a car auction.

A specialist transport company is used to collect unroadworthy cars that are going to be scrapped. All roadworthy cars are collected by volunteers from the owners' home addresses and driven back to *Donate-my-Car's* premises in Nottingham. The volunteers use public transport to travel to the collection address. Although the volunteers are not paid for their time, they are reimbursed by the charity for all of their travel expenses. Being a charity, it is important that *Donate-my-Car* keeps its costs under tight control.

*Donate-my-Car* retains a 25% administrative fee from the money generated from the sale of each car. This administrative fee is used to pay all of *Donate-my-Car's* costs. The remaining 75% of the money raised from the sale of each car is donated to a charity chosen by the car owner.

## Customer feedback

Car owners who have used *Donate-my-Car's* services can leave reviews on the charity's website. A typical example of feedback received by the charity is shown in **Fig. 1**, below.

**Fig. 1:** A typical customer review taken from *Donate-my-Car's* website

"The service I received was excellent, from speaking to Layla on the phone to the very nice man who collected my car. It was such an easy process and the money from selling my car went to a charity that means a lot to me."

*Alex, Derby*

## Employees

Layla is the charity's only full-time employee. She is responsible for completing all of the human resources tasks. Layla has good communication skills and uses a democratic management style.

The charity also employs a part-time Administrative Assistant who works three hours each day, Monday to Friday. The role of the Administrative Assistant includes maintaining the charity's database of volunteers, allocating a volunteer to collect each roadworthy car, booking the vehicles into the car auctions, arranging specialist transport for unroadworthy vehicles, answering the telephone, replying to email enquiries and updating *Donate-my-Car's* website. The Administrative Assistant is paid the national living wage.

Pleasingly, the number of enquiries that the charity is receiving from members of the public is growing, therefore a decision has been made to employ an additional Administrative Assistant who will work 20 hours per week. The days and times that this new employee will work are yet to be arranged. The plan is for the additional Administrative Assistant to be paid at the same rate as the current Administrative Assistant.

## **Volunteers**

Each year since 2018, *Donate-my-Car* has been supported by eight volunteers. When any volunteer leaves, Layla advertises the vacancy for a volunteer on the charity's website, to ensure a replacement is found as quickly as possible. The current volunteers are all retired people and therefore can be flexible in the hours they give to the charity. The volunteers are responsible for collecting a roadworthy car, then washing, polishing and vacuuming the car at *Donate-my-Car's* premises, before taking the vehicle to the car auction. Layla tries to make the volunteers feel part of the charity by welcoming them into the workplace and encouraging them to use the staff kitchen and seating area at lunchtime.

## **Training**

All new charity employees and volunteers receive induction training when they join *Donate-my-Car*. This includes an introduction to the charity and meeting with the people that they will be working alongside. *Donate-my-Car* currently provides no further training for employees or volunteers.

Answer **all** the questions.

- 1 (a) Layla is responsible for all human resources tasks at *Donate-my-Car*.  
Describe **two** human resource responsibilities Layla needs to fulfil.

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[4]

- (b) Analyse **two** ways complying with UK human resources legislation might have an impact on *Donate-my-Car*. [6]

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2 (a) Two volunteers chose to leave *Donate-my-Car* in 2021.

Calculate *Donate-my-Car*'s labour turnover rate for its **volunteers** in 2021.

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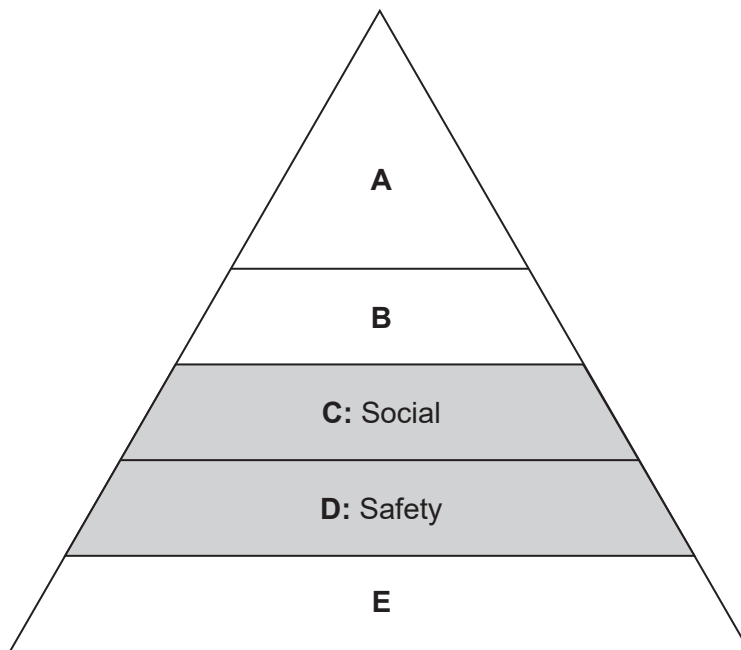
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 ..... [3]

(b) An incomplete diagram of Maslow's Hierarchy of Needs is shown in **Fig. 2**, below.

**Fig. 2:** Maslow's Hierarchy of Needs



In the table below, name the **three** unshaded levels of Maslow's Hierarchy of Needs.

<b>A:</b>	
<b>B:</b>	
<b>E:</b>	

[3]



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3 *Donate-my-Car* aims to avoid conflict between its employees and its volunteers by encouraging them to get to know each other.

Explain **two** reasons why *Donate-my-Car* might want to avoid conflict in the workplace.

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[6]













- 6 (a) *Donate-my-Car* does not have a formal appraisal process. Layla has decided that when the additional Administrative Assistant joins the charity, a formal appraisal process needs to be introduced.

Describe **one** appropriate technique that could be used to formally appraise the Administrative Assistants.

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..... [2]

- (b) Layla uses a democratic management style.

Identify **two** features of a democratic management style. In each case, explain how the feature might influence the working relationship between Layla and the Administrative Assistants.

Feature 1 .....

Explanation.....  
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Feature 2 .....

Explanation.....  
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[6]

(c) Describe **three** ways Layla could improve the employee engagement of the Administrative Assistants.

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[6]

**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 or 5(a).

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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