



Oxford Cambridge and RSA

# Tuesday 14 June 2022 – Morning

## Level 3 Cambridge Technical in Business

### 05878 Unit 9: Human resources

Time allowed: 2 hours

C426/2206



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

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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 pages 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	/9
2	/6
3	/8
4	/15
5	/16
6	/18
7	/18
<b>Total</b>	<b>/90</b>

## Surecan plc

*Surecan plc* manufactures aluminium drink cans from its premises in Wales. Its two-storey building is located next door to *Fizzy plc*. *Fizzy plc* makes a wide range of soft drinks which it sells nationwide. *Fizzy plc* is *Surecan plc*'s biggest customer.

*Surecan plc*'s factory has three production lines. Two of these production lines supply drink cans directly to *Fizzy plc*. Conveyor belts link the end of these two production lines with *Fizzy plc*'s production facility. The conveyor belts continuously transport the drink cans from the end of *Surecan plc*'s production lines to the required location inside *Fizzy plc*'s factory, where the cans are filled with the soft drinks. Since *Fizzy plc* operates 24 hours a day, seven days a week, *Surecan plc*'s factory also needs to work these hours.

**Employees** – *Surecan plc*'s workforce, totalling just over 130, is organised into five departments – finance, marketing, administration, human resources and production. More than half of *Surecan plc*'s employees work in the production department. All production employees work in the factory and are required to work shifts. All other employees are based in the offices situated on the first floor of the building and work from 9.00 a.m. to 5.00 p.m. Monday to Friday.

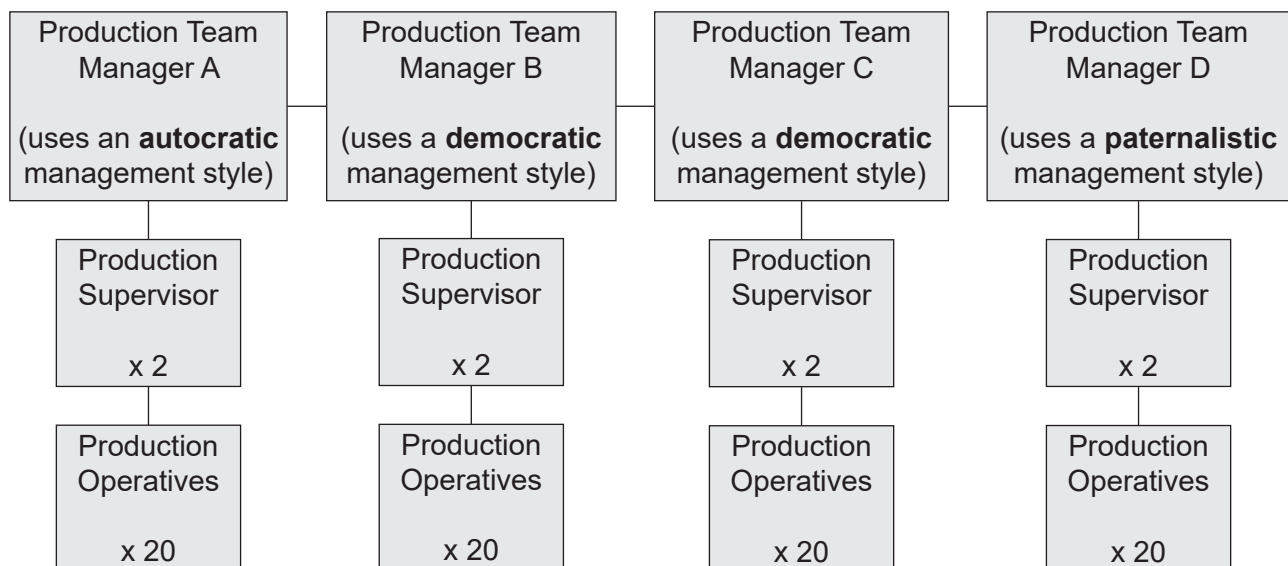
*Surecan plc*'s factory splits each 24 hours of working into three shifts.

Shift 1 operates from 6.00 a.m. to 2.00 p.m.

Shift 2 operates from 2.00 p.m. to 10.00 p.m.

Shift 3 operates from 10.00 p.m. to 6.00 a.m.

*Surecan plc*'s production employees work in teams. Each team is made up of a Production Team Manager, two Production Supervisors and 20 Production Operatives. There are four teams (known as Team A, B, C and D). The current Production Team Managers use differing management styles (see **Fig. 1**, below).



**Fig. 1** Teams working at *Surecan plc*'s factory

Each team works five days on a shift and then has at least one day off, before rotating to the next shift. All production employees are required to work their allocated shift. They are not allowed to change their shift, even for important commitments such as a child's parents' evening.

To run the factory efficiently, daily attendance needs to be high. Problems arise if production employees are absent from work for any reason.

All of the Production Operatives are members of the same trade union.

**The working environment** – the machinery used in the factory makes for a noisy working environment. Ear protection is provided for all employees who enter the factory. Employee productivity is closely monitored. The Managing Director can often be seen walking around the factory observing employees at work. The working environment in the offices is far more appealing with new furniture, good lighting and air conditioning. Careful consideration has been given to the comfort and well-being of all office-based employees; all of the new office furniture is adjustable.

**Recruitment** – all job vacancies are advertised on the company's own website; in addition to this, management roles are advertised in trade magazines relevant to the food production industry. *Surecan plc* is always looking to be innovative and therefore chooses to recruit all managers externally to bring in new ideas.

**Training and development** – all employees receive induction training when they join the business. This includes health and safety training. No further opportunities for training or development are currently offered.

**Communication** – departmental managers hold a meeting every week where they consider any issues or problems and discuss future plans. These meetings are confidential: the departmental managers are the only people who know what has been discussed in these meetings.

In addition, *Surecan plc* has recently introduced a works council. A meeting between employee representatives and departmental managers is held once a month.

**Future plans** – in order to meet *Fizzy plc's* increasing demand for drink cans, *Surecan plc* is planning to invest in a new, state-of-the-art, machine that will speed up production. All production employees will need to be trained in how to use the new machine effectively. In addition, a Maintenance Engineer, with the necessary skills to maintain this state-of-the-art machine, will need to be recruited.

Answer **all** the questions.

- 1 (a) Explain **two** internal factors that may affect human resources planning at *Surecan plc*.

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- (b) One responsibility of the human resources function is to ensure compliance with legislation relating to human resources.

Using an example from the scenario, explain **one** way that *Surecan plc* complies with health and safety legislation.

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- 2 Performance data for *Surecan plc*'s factory in September 2021 is shown in **Table 1**, below.

Performance data	September 2021
Number of Production Operatives	80
Number of aluminium cans produced	78 000 000
Number of aluminium cans not meeting the required quality standard	1 500 000

**Table 1**

- (a) Using the information in **Table 1**, calculate the productivity per employee of the Production Operatives in September 2021.

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- (b) Using the information in **Table 1**, calculate the product wastage rate in September 2021.

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3 All employees are paid a salary. No further monetary or non-monetary rewards are offered.

(a) Describe **two monetary** rewards that *Surecan plc* could introduce to improve the motivation of its Production Operatives.

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(b) Describe **two non-monetary** rewards that *Surecan plc* could introduce to improve the motivation of the Production Operatives.

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4 (a) Surecan plc has recently introduced a works council.

Explain why having a works council might encourage better employee engagement at Surecan plc.

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(b) Explain **three** reasons why Surecan plc's Production Operatives may have chosen to join a trade union.

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(c) *Surecan plc* sets SMART targets for all managers.

Explain **one** benefit and **one** drawback to *Surecan plc* of using SMART targets as a performance management tool.

Benefit .....

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Drawback .....

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(b) The proposed recruitment and selection process for the Maintenance Engineer job role is outlined below.

- 1 Complete a skills audit
- 2 Advertise the job in a trade magazine aimed at the food production industry
- 3 Request applicants to send a CV
- 4 Shortlist candidates for interview
- 5 Face-to-face interview with the Managing Director
- 6 Take up references of the chosen candidate
- 7 Telephone the chosen candidate to offer them the job role

Evaluate whether the proposed recruitment and selection process would enable *Surecan plc* to recruit the best person for the Maintenance Engineer role.

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- 7 (a) All Production Operatives will need to learn how to operate the new, state-of-the-art, machine effectively.

Describe **two** methods of off-the-job training that could be used.

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- (b) Evaluate methods that *Surecan plc* could use to measure the effectiveness of the training provided to the Production Operatives.

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(c) Analyse **two** benefits to *Surecan plc* of training its Production Operatives to use the new, state-of-the-art, machine effectively.

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**END OF QUESTION PAPER**

**ADDITIONAL ANSWER SPACE**

If additional answer space is required, you should use the following lined pages. The question numbers must be clearly shown in the margins – for example, 5 or 7(b).

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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