



Oxford Cambridge and RSA

Tuesday 13 June 2023 – Morning

Level 3 Cambridge Technical in Business

05878 Unit 9: Human resources

Time allowed: 2 hours

C426/2306



You can use:

- a calculator



Please write clearly in black ink. **Do not write in the barcodes.**

Centre number Candidate number

First name(s) _____

Last name _____

Date of birth

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.

Text 1: Follie plc

Follie plc is a nationwide chain of stores which sells a wide range of health and beauty products and over-the-counter medicines. Follie plc has an excellent reputation throughout the UK. For many customers it is the first-choice store for health and beauty products. Its loyal customers believe that the customer service provided cannot be beaten by any competitor.

Each store has a Store Manager, two Assistant Managers, a team of Sales Assistants and a team of support staff such as administrative employees, security guards and cleaners. Follie plc's Human Resources (HR) function is based at Head Office in Bristol and, to ensure consistency across all of its 168 stores, all stores have to follow the company's HR policies and procedures.

Follie plc opened its first store in Bristol in 1879 and has aimed to open at least one store a year since then. The company is due to open a new store on a retail park in Shenbrook, 100 miles north of Head Office, in 5 months' time. The large, two-storey building is almost complete and the HR function will soon start the recruitment and selection process for the staff that will be required to work in the new store.

Recruitment and selection – Follie plc's recruitment and selection process requires all job vacancies for all stores to be advertised on the company's website, in local Job Centres and on its chosen online recruitment agency's website. All applicants are required to apply by emailing a curriculum vitae (CV) and a covering letter to the HR function at Head Office.

HR function – the HR staff at Head Office regularly gather data about the company's 10 000-plus store employees. They analyse this data to identify any improvements that could be made, in an attempt to ensure that company employees remain motivated and continue to provide an excellent service to customers. A sample of the type of data gathered by the HR function is shown in **Table 1**, below.

Table 1: Performance data for Follie plc's Bristol store

Performance data:	2022
Total number of sales transactions	840 000
Total number of Sales Assistants	30
Number of Sales Assistants leaving the store	5

Employee motivation – Follie plc does not currently use any monetary methods of motivation. Instead, for many years, the company has used job rotation as its main method for motivating employees. However, on 1 January 2022 the HR Director introduced flexible working, for all Sales Assistants employed in the company's 168 stores, in the hope of further improving the motivation of these employees. The HR Director has asked the HR staff to gather data to assess whether the introduction of flexible working was successful. The data gathered is shown in **Table 2**, below.

Table 2: Performance data for Follie plc's Sales Assistants before and after flexible working was introduced

Performance data:	2021 (before flexible working introduced)	2022 (after flexible working introduced)
Labour turnover rate	15%	9%
Absenteeism rate	18%	7%
Number of customer complaints	12 460	12 500
Number of positive customer reviews on social media	93 600	98 125

1 (a) (i) Describe **three** likely responsibilities of the Human Resources function at Follie plc.

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(ii) Explain how business growth might affect Human Resources planning at Follie plc.

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2 Follie plc’s HR Director understands the importance of employee motivation.

(a) Analyse **one** monetary reward that Follie plc could introduce to motivate its Sales Assistants.

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(b) (i) Follie plc offers job rotation to sales assistants in all of its 168 stores.

Using **one** motivational theory, explain why job rotation helps to motivate employees.

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(c) Explain **two** ways that employee motivation levels might influence the relationship between Follie plc and its employees.

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3 (a) (i) Using information from **Table 1**, calculate the average labour productivity of a Sales Assistant at the Bristol store in 2022.

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(ii) Using information from **Table 1**, calculate the employee retention rate for Sales Assistants at the Bristol store in 2022.

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(b) Analyse **two** methods that Follie plc could introduce to increase employee engagement in all of its stores.

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[6]

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- 4 (a) Fifty-seven employees will need to be recruited before the new store in Shenbrook opens. The recruitment and selection process will be overseen by the HR Manager at Head Office.

Explain how the HR Manager's recruitment choices may be a barrier to effective employee relations at the new store.

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- (b) Follie plc requires applicants for all job roles to provide a curriculum vitae (CV).

Explain **one** advantage and **one** disadvantage to Follie plc of using this method of application.

Advantage

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Disadvantage

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6 (a) Explain **two** reasons why Follie plc will want to avoid conflict between Sales Assistants employed at the new store.

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[4]

(b) Describe **one** method that Follie plc could use to resolve any conflict that occurred between Sales Assistants at the new store.

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[2]

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 1(a)(i) or 2(a).

A large vertical rectangular area containing 25 horizontal dotted lines for writing answers.



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