

Modified Enlarged 24 pt

**OXFORD CAMBRIDGE AND RSA
EXAMINATIONS**

Tuesday 17 January 2023 – Afternoon

**Level 3 Cambridge Technical in Business
05878**

Unit 9: Human resources

**Time allowed: 2 hours plus your additional
time allowance**

**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) _____

Last name _____

**Date of
birth**

D	D	M	M	Y	Y	Y	Y
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READ INSTRUCTIONS OVERLEAF

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 [].

ADVICE

Read each question carefully before you start your answer.

Moments

Eve Ibson is the owner of Moments. Moments sells greetings cards, unique gifts and handmade chocolates. Eve currently owns two shops. The two shops are located on the main shopping streets in neighbouring towns. Moments sold only greetings cards when Eve first started the business. However three years ago, because of increased competition from online card retailers, Eve made the decision to diversify into gifts and chocolates. So far, this decision has proved successful.

Eve operates as a sole trader. She is responsible for all human resources tasks, finance, marketing and promotion of the business and much of the day-to-day administration. To enable her to have time for all of these tasks she employs two shop managers. The shop managers are each responsible for the day-to-day running of one of the two shops. The two shop managers work full time.

Employees:

In addition to the shop manager, each of the shops employ five sales assistants. The sales assistants each work between 20 and 25 hours per week. Eve has always encouraged team working. Two years ago Eve introduced flexible working for the sales assistants because employee turnover was quite high. Team working helped when flexible working was first introduced. This was because the sales assistants were happy to change their working hours if, for example, a colleague needed to leave early on a particular day.

Pay and benefits:

All of the sales assistants are paid £1 per hour above the national minimum wage. The shop managers are each paid £30 000 per year. All employees are part of a workplace pension scheme.

Training:

Each employee receives one day of induction training when they join the business. They spend the day with Eve who explains all of the business' policies and procedures, shows them around and introduces them to their colleagues.

Business growth:

In three months' time Eve will be opening a third shop. She is planning to recruit a manager for the new shop very soon.

The employees from both of the current shops get on well with each other and regularly have staff meetings and social events which everyone attends. However, some of the employees are concerned about the opening of the third shop. They are worried that having more employees will change the friendly working relationships that they all enjoy. In addition, the two current shop managers are concerned that the manager of the third shop might have lots of new ideas to bring into the business. This might mean lots of changes. None of the employees have spoken to Eve about their concerns.

TABLE 1

Performance data for Moments' sales assistants in 2022

Performance data:	2022
Total number of sales assistants who left Moments	3
Absenteeism rate	5%

- 1 (a) Moments uses 'flexible working' and 'team working' as methods of employee engagement.**

Identify THREE other methods of employee engagement that Eve could introduce.

1 _____

2 _____

3 _____

[3]

- (b) Using data from TABLE 1 and any other relevant information, calculate the labour turnover rate for Moments' sales assistants in 2022.**

[3]

- 2 (a) Describe THREE monetary rewards that Eve could introduce to motivate Moments' employees.**

1

2

3

[6]

(b) Evaluate likely benefits to Moments of having motivated employees. [16]

[illegible]

- 3 Eve uses a democratic management style when dealing with the shop managers.**

Explain THREE ways a democratic management style might influence the relationship between Eve and the shop managers.

1

2

3

4 Moments' third shop will be opening in three months' time.

(a) Explain how TWO pieces of current legislation will affect Moments' human resources planning.

1

2

(b) Explain THREE factors that Eve needs to take into account when planning the recruitment and selection process for the sales assistants required for the third shop.

1

2

3

Eve has produced the following job advertisement for the recruitment of sales assistants for the third shop.

SALES ASSISTANTS

WE WANT YOU!!!! 😊

We are a greetings card and gift business who are opening a new shop. We need experienced sales assistants to serve our customers and ensure that the shop is tidy and provides a pleasant shopping environment.

Send your CV to Eve:

Eve.Moments@gmail.com 👍

- (c) Evaluate whether the job advertisement shown above is fit for purpose. [8]**

5 Eve intends to provide training for the manager of the third shop.

(a) Analyse TWO benefits to Moments of providing training for the manager of the third shop. [6]

1

2

(b) Describe THREE methods of off-the-job training that could be used to train the manager of the third shop. [6]

1

2

3

- 6 (a) Identify TWO possible causes of conflict that may occur within the workplace when the third shop is opened.**

1

2

[2]

(b) Outline TWO appropriate methods that Eve could use to resolve any conflict that may occur when the third shop is opened.

1

2

- 7 Once the third shop is open, Eve wants to introduce a formal appraisal process for all of Moments' sales assistants.**

Evaluate formal appraisal techniques that Eve could introduce to monitor the performance of the sales assistants. [16]

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).

[illegible]



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