# Check In test

# Human Resource Management

## Questions

1. Which of the following is **not** shown on an organisation chart?

(a) Chains of command

(b) Line relationships

(c) Peer assessments

(d) Staff relationships **[1]**

1. A trainee legal advisor attends an academic course at her local college two nights a week.

The course is paid for by her employer. Which type of training is this an example of?

(a) Induction training

(b) Off-the-job training

(c) On-the-job training

(d) Vocational training **[1]**

1. The Human Resource Manager at Diamond Dairy has collected the following data:

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| **Diamond Dairy** | **2015** |
| Number of staff employed | 36 |
| Number of working days in the year | 211 |
| Total days absent in the year | 402 |

Diamond Dairy’s rate of absenteeism for 2015 is:

(a) 5.3%

(b) 9%

(c) 18.9%

(d) 52.5%  **[1]**

1. Whistle blowing is:

(a) a non-monetary method of motivation

(b) a type of public relations exercise

(c) an indicator of workforce performance

(d) an unfair reason for dismissal **[1]**

1. Tina Curl is the manager of Business Support Services in a large organisation.   
   Which of the following is **not** a potential constraint on her management function?

(a) Allocated budgets

(b) Departmental objectives

(c) Poor leadership skills

(d) The ability to delegate  **[1]**

1. A manager who believes in McGregor’s Theory X assumes that employees:

(a) are rarely motivated by money

(b) do not need close supervision

(c) lack initiative

(d) welcome responsibility **[1]**

1. According to McClelland’s motivational model, an employee driven by the need   
   for affiliation is most likely to:

(a) lack self discipline

(b) need to feel accepted by the team

(c) seek a high status position

(d) want regular feedback **[1]**

1. Which of the following is a requirement of equality legislation?

(a) All workers must be paid the same hourly rate

(b) Employee records must be stored securely

(c) Participative decision making must be encouraged

(d) Recruitment practices must be non-discriminatory **[1]**

1. State **two** pieces of information which should be included in a job advertisement. **[2]**

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1. Explain **one** benefit to a business of requesting potential applicants for a junior position complete an application form rather than submit a curriculum vitae (CV).  **[2]**

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1. A company needs to recruit a new production supervisor.

Explain **two** benefits of recruiting an internal candidate to this position. **[4]**

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1. State **one** advantage and **one** disadvantage to an employee of being a member   
   of a trade union. **[2]**

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## Mark Scheme

| **Question** | | **Answer** | **Marks** | **AO** | **Rationale** |
| --- | --- | --- | --- | --- | --- |
|  |  | **(c)** | **1** | **1** | **(a)** Chains of command are shown by the vertical and horizontal lines on an organisation chart.  **(b)** Superior and subordinate relationships and are shown by vertical lines on the organisation chart.  **(c) Correct answer:** A peer assessment is an employee appraisal method, it is not found on an organisation chart.  **(d)** All staff are shown on an organisation chart, even those who are not employed in the core function of an organisation. |
|  |  | **(b)** | **1** | **2** | **(a)** This type of training introduces an employee to an organisation.  **(b) Correct answer:** The employee is not performing her trainee legal advisor role when attending the course.  **(c)** On –the-job training requires the training to take place whilst the employee is performing their work role.  **(d)** The course is an academic one rather than a vocational one. |
|  |  | **(a)** | **1** | **2** | **(a) Correct answer:** Total days absent divided by total available work days (multiplied by 100 for percentage): 402/(36 x 211) x 100 = 5.3%.  **(b)** Candidate incorrectly divides total days absent by number of staff employed: 36/402 x 100 = 9%.  **(c)** Candidate inverts the formula and divides total available work days by total day absent:  (36 x 211)/402 x 100 = 18.9%.  **(d)** Candidate incorrectly divides total days absent by number of working days: 211/402 x 100 = 52.5%. |
|  |  | **(d)** | **1** | **1** | **(a)** Candidate confuses whistle blowing with being praised.  **(b)** Candidate confuses whistle blowing with an organisation pointing out it good points eg blowing its own trumpet.  **(c)** Candidate confuses whistle blowing with calculating workforce performance ratios to identify problems within the workforce.  **(d) Correct answer:** Whistle blowing concerns acting in the public interest by disclosing malpractice in an organisation. An employer is not allowed to dismiss an employee for whistle blowing, to do so would be grounds for unfair dismissal. |
|  |  | **(d)** | **1** | **1** | **(a)** The budget for Business Support Services and the budgets of other departments are likely to be a management constraint.  **(b)** The objectives of Business Support Services and other departments may constrain management function.  **(c)** Poor leadership skills of Tina, or others in the organisation, will act as a constraint on the management function.  **(d) Correct answer:** The ability to delegate is a positive skill and not a management constraint. |
|  |  | **(c)** | **1** | **1** | **(a)** Theory X assumes employees are strongly motivated by money.  **(b)** Theory Y believes employees do not need close supervision.  **(c) Correct answer:** Theory X assumes that an employee is inherently lazy being motivated primarily by money, disliking work and responsibility and consequently lacking in initiative.  **(d)** Theory Y believes employees seek out challenges and welcome responsibility. |
|  |  | **(b)** | **1** | **1** | **(a)** McClelland believes that all employees have self discipline (in contrast with McGregor’s Theory X) and are driven by one of three needs – the need for achievement, affiliation or power.  **(b) Correct answer:** An employee with a need for affiliation will be people orientated rather than task orientated, like working as part of a team and needs to feel accepted and liked by all members of the team.  **(c)** This trait would be found in an employee with a strong need for power (rather than affiliation).  **(d)** This trait would be found in an employee with a strong need for achievement (rather than affiliation). |
|  |  | **(d)** | **1** | **1** | **(a)** Equality legislation requires male and female workers doing the same job with the same level of experience should be paid the same rate, but not all workers irrespective of job role or experience.  **(b)** This is a requirement of data protection legislation.  **(c)** Candidate confuses equality with inclusion or democratic decision making**.** There is no legal requirement to encourage participative decision making  **(d) Correct answer:** The Equality Act requires all aspects of employment practice (including recruitment) to be non-discriminatory. |

| **Question** | | | **Answer** | **Marks** | **Guidance** |
| --- | --- | --- | --- | --- | --- |
| **9** |  |  | One mark for each correct identification, up to a maximum of two identifications. | **2**  (AO1 2) | Indicative content:   * job title * name of employer * required qualifications * job role/responsibilities * skills required * required start date * location * temporary or permanent * full-time or part-time * working hours * payment/remuneration * how to apply * deadline for applications   **No** context required. |
| **10** |  |  | One mark for a correct identification, plus one mark for an explanation. | **2**  (AO1 1)  (AO2 1) | Indicative content:   * set questions * target specific information * consistency * faster to read through * less time consuming process * easier to compare.   Must be a benefit to the business not to the applicant.  Context required for full marks.  Exemplar response:  One benefit of insisting on an application form rather than curriculum vitae is that all applicants will be required to answer the same questions (1). For junior positions there are likely to be a large number of applicants and this consistent layout will make the applications easier to compare (1). |
| **11** |  |  | One mark for each correct identification, to a maximum of two identifications plus one further mark for each of two explanations. | **4**  (AO1 2)  (AO2 2) | Indicative content:   * no need to spend time producing an external advertisement * no need to spend money on external advertising * no need to decide where to advertise externally/which medium to use * recruitment process should take less time * cheaper recruitment process * no need for induction training * employer should know the strengths and weakness of the candidates * less risk of an inappropriate appointment * opportunities for promotion may improve employee motivation/retention.   Exemplar response:  One benefit of recruiting an internal candidate is that the candidate should already be familiar with the organisation and how it operates (1). This is especially important for a production supervisor who, ideally, should to be familiar with the production process and the way the department operates (1). |
| **12** |  |  | One mark for a correct advantage.  One mark for a correct disadvantage. | **2**  (AO1 2) | Indicative content:   * advantage   + employment protection   + strength in numbers   + employee representative   + negotiate on behalf of employee   + collective bargaining   + industrial action   + counterbalance corporate power   + better chance of improving pay and conditions   + legal advice/guidance/support. * disadvantage   + subscription   + members sometimes viewed as militant   + employer antagonism   + loss of freedom to negotiate individually   + duty to comply with trade union action eg go on strike.   **Must** be an advantage/disadvantage to the employee not to the employer.  **No** context required. |

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