# Check In test

# Human Resource Management

## Question

1. Informal communication:

(a) has fewer rules than formal communication

(b) is always verbal

(c) is slower than formal communication

(d) requires no feedback **[1]**

1. Which of the following is a primary aim of workforce planning?

(a) To avoid the need to make staff redundant

(b) To increase flexible working practices

(c) To match the availability of labour to demand

(d) To minimise the number of employees **[1]**

1. Training needs analysis (TNA):

(a) evaluates the appropriateness of organisational culture

(b) identifies skills shortages

(c) measures the motivation level of the workforce

(d) is used to shortlist candidates for interview **[1]**

1. A company requires its employees to complete a self-assessment form as part of its formal appraisal procedure.

Which of the following is most likely to be a feature of self-assessment?

(a) Bias

(b) Broad perspective

(c) Objectivity

(d) Transparency **[1]**

1. A public limited company distributes to its employees an annual performance related pay bonus totalling 3% of increased annual profits. Each of the company’s 200 workers receives an equal share.

Company profits have increased from £3 million last year to £3.2 million this year, Calculate the size of the bonus an individual employee can expect to receive this year.

(a) £30

(b) £300

(c) £600

(d) £6000 **[1]**

1. A company’s formal grievance procedure should be followed when:

(a) an employee wants to complain about harassment in the workplace

(b) an employee wishes to leave the company

(c) an employer is concerned about the welfare of an employee

(d) an employer is considering dismissing an employee for gross misconduct **[1]**

1. According to Locke’s motivation theory, an employee who is set vague, non-specific goals is most likely to feel:

(a) challenged and highly motivated

(b) stressed and uncertain

(c) unsupported and overlooked

(d) valued and encouraged **[1]**

1. Which of the following is an example of an external technological influence on the human resource management function?

(a) An increase in the National Minimum Wage, increasing a firm’s labour costs

(b) An upgrade to a firm’s IT system, requiring the training of all staff

(c) The automation of a firm’s production process, resulting in staff redundancies

(d) The availability of the Internet, enabling workers to access a firm’s network remotely

**[1]**

1. State **two** human resource issues which should be included in an organisation’s human resource strategy. **[2]**

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1. Explain why an organisation’s human resource management objectives are important   
   to the future success of the business. **[2]**

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1. Ranjid, who is contracted to work a 40-hour week for Mac Food Ltd, works compressed hours. Instead of working an 8-hour shift five days a week, he works a 10-hour shift four   
   days a week.

Explain **one** benefit and **one** drawback to Ranjid of working compressed hours. **[4]**

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1. Outline **two** factors which are likely to affect the organisational culture of a business.  **[4]**

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## Mark Scheme

| **Question** | | **Answer** | **Marks** | **AO** | **Rationale** |
| --- | --- | --- | --- | --- | --- |
|  |  | **(a)** | **1** | **1** | **(a) Correct answer:** By definition informal communication has fewer prescribed rules (formalities) than formal communication.  **(b)** Not all informal communication is verbal e.g. a text message or written note.  **(c)** There is no direct link between the degree of formality and speed, but if anything informal is faster due to there being fewer procedures to follow.  **(d)** Informal communication can be, and usually is, two-way. |
|  |  | **(c)** | **1** | **1** | **(a)** Effective workforce planning involves making staff redundant when necessary.  **(b)** Increasing flexible working practices may be useful, but it is not a primary aim of workforce planning.  **(c) Correct answer:** To ensure the manpower needs of a business are met in terms of quantity, quality and skill sets of available labour.  **(d)** Workforce planning does not aim to minimise the number of employees, rather it aims to optimise the number of employees to meet the needs of the organisation. |
|  |  | **(b)** | **1** | **1** | **(a)** A cultural audit would evaluate the appropriateness of an organisation’s culture.  **(b) Correct answer:** Training needs analysis compares the skills of the existing workforce with the skills needed to do their job in the most effective way.  **(c)** Various workforce performance indicators attempt to measure motivation level.  **(d)** Candidate confuses TNA with short listing. |
|  |  | **(a)** | **1** | **1** | **(a) Correct answer:** Bias is almost inevitable since the subject and author of the evaluation are the same.  **(b)** Self-assessment would provide a narrow prospective, the perspective of the appraisee. Other appraisal methods such as 360o assessment are more likely to provide a broad perspective.  **(c)** When appraising oneself it is impossible to be objective, subjectivity is inherent in self-assessment.  **(d)** Transparency is not relevant here, it relates to openness and public accountability. |
|  |  | **(a)** | **1** | **2** | **(a) Correct answer:** £3,200,000 - £3,000,000 = £200,000. £200,000 x 3/100 = £6000. £6000/200 = £30.  **(b)** Candidate uses the correct method but makes an error with the number of zeros.  **(c)** Candidate makes the same error as (d) and makes an error with the number of zeros.  **(d)** Candidate correctly calculates the total bonus to be distributed but does not divide by the 200 employees. |
|  |  | **(a)** | **1** | **1** | **(a) Correct answer:** Grievance procedure is used when an employee has a serious complaint, problem or concern relating to their employment.  **(b)** An employee should give notice if they wish to leave the company.  **(c)** Candidate erroneously believes that grievance procedure is used when an employer has a complaint, problem or concern about an employee.  **(d)** In the case of gross misconduct the employer can summarily dismiss the employee. |
|  |  | **(b)** | **1** | **1** | **(a)** The setting of specific and demanding objectives should lead to challenge and high levels of motivation.  **(b) Correct answer:** Whilst the setting of objectives is good these need to be specific or the employee does not know exactly what their targets are or whether they have met them.  **(c)** An employee who is set no objectives is likely to feel unsupported and overlooked.  **(d)** The setting of realistic and incremental objectives should lead to an employee feeling valued and encouraged |
|  |  | **(d)** | **1** | **1** | **(a)** This is an external influence, but it is a legal influence rather than a technological one.  **(b)** This is a technological influence but its source is internal, as it results from a decision made within the organisation to upgrade its IT system.  **(c)** This is also a technological influence but again its source is internal, as it results from a decision made within the organisation to automate the production process.  **(d) Correct answer:** The increasing availability of the Internet is a technological influence whose source is external to the organisation. It is responsible for a significant increase in remote working. |

| **Question** | | | **Answer** | **Marks** | **Guidance** |
| --- | --- | --- | --- | --- | --- |
| **9** |  |  | One mark for each correct identification up to a maximum of two identifications. | **2**  (AO1 2) | Indicative content:   * recruitment * selection * induction * ongoing training provision * pay rates * appraisal * changes in employment law * dismissal.   **No** context required. |
| **10** |  |  | One mark for a correct identification, plus one mark for an explanation. | **2**  (AO1 1)  (AO2 1) | Indicative content:   * people affect every aspect of the organisation * people underpin every functional activity * people are most valuable asset * without the management of people the business will be hindered * people are the most difficult resource to control * to avoid ‘firefighting’ human resource problems * must match organisational objectives and strategy * must meet the needs of a dynamic environment.   Context **required** for full marks ie for full marks the explanation must link to the future success of the business.  Exemplar response:  The calibre of an organisation’s employees impacts on every aspect of the organisation (1). Setting objectives which will optimise the utilisation of the workforce should maximise the efforts of the workforce and increase the business’ chances of success (1). |
| **11** |  |  | One mark for the correct identification of a benefit, plus one mark for explanation.  One mark for the correct identification of a drawback, plus one mark for explanation. | **4**  (AO1 2)  (AO2 2) | Indicative content:   * benefits   + fewer commutes   + lower commuting costs   + more days off   + greater time flexibility eg opportunities for dental appointments, opticians, hairdressers etc   + simpler domestic arrangements   + reduced costs of childcare   + positive impact on mental health   + time to relax/reduced stress   + improved morale due to day off. * drawbacks   + longer working day   + more tiring shifts   + stress and exhaustion   + negative impact on physical health   + out of office hours childcare may be needed.   Benefits/drawbacks **must** be to the employee rather than the employer.  In each case, context is **required** to award full (two) marks.  Exemplar response:  Benefit: An employee who works compressed hours benefits from more days away from work (1) this should save Ranjid money on travel costs as one less journey a week will need to be made (1).  Drawback: Ranjid will need to work a longer working day (1). This additional two hours may lead to physical ailments such as an increase in headaches (1). |
| **12** |  |  | One mark for each correct identification, to a maximum of two identifications plus a further one mark for each of two developments. | **4**  (AO1 4) | Indicative content:   * operating sector * historic norms * expectations * vision * values * organisational structure * centralisation/decentralisation * decision-making mechanisms * management style * size of workforce * nature of workforce * use of technology * monitoring and control systems * performance management systems * location * market in which it operates * the external environment.   Exemplar response:  The organisation structure (1) of a business is likely to affect the culture of the organisation (1). For example, an organisation with a relatively flat and decentralised structure is likely to embrace a culture of empowerment and recruit employees who enjoy operating independently (1). |

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