

Cambridge Technicals

Business

Unit **9**: Human resources

Level 3 Cambridge Technical Certificate/Diploma in Business
05834 - 05878

Mark Scheme for January 2018

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

Annotation	Meaning
Tick	Valid point, mark awarded
Cross	Incorrect
Question mark	Response unclear
BOD	Benefit of doubt (mark awarded)
TV	Too vague (mark not awarded)
REP	Repetition (no additional marks awarded)
NAQ	Not answered question (incorrect focus)
L1	Level 1 response (identification)
L2	Level 2 response (explanation)
L3	Level 3 response (analysis)
L4	Level 4 response (evaluation)
CONT	Context (required for high L4 award only)

Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required before L4 can be accessed.

Question			Answer	Marks	Guidance
1	(a)	(i)	<p>Responses include:</p> <ul style="list-style-type: none"> • business growth • diversification into new sectors • employee skill sets • finance available from internal sources • labour turnover rates • restructuring • retirement rates. <p>Exemplar response: The business is planning to expand by opening a new branch. (1) This will have a major effect on human resource planning as new staff will need to be recruited and trained to work in the new branch (1).</p>	2	<p>One mark for correct identification, plus a further one mark for a description.</p> <p>Context required for full marks. 'CONT' annotation required for 2 marks.</p> <p>Description must relate to human resource planning not an impact on the human resource function.</p> <p>Factor must be internal.</p>
		(ii)	<p>Responses include:</p> <ul style="list-style-type: none"> • access to finance from external sources • current UK (and EU) legislation • demographic changes • economic growth • government policies • social trends • customer purchasing habits. <p>Exemplar response: Economic growth is a key external factor (1). If the economy is growing then it is likely that customers will have more money available to spend on dog training (1). As demand grows, <i>Doggy Days Ltd</i> may have to recruit additional dog trainers to meet the increased demand. This will add to their costs via recruitment and wages but the additional revenue received should outweigh these costs (1).</p>	2 x 3 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two analyses.</p> <p>Factors must be external and relate to the business environment.</p> <p>Explanation and analysis must relate to human resource planning not an impact on the human resource function.</p>

Question		Answer	Marks	Guidance
	b	$\frac{\text{No. of work days lost due to employee absence}}{\text{Total number of working days}} \times 100$ $= \frac{78}{4800} \times 100 = 1.625\%$ <p>Answer = 1.6%</p>	2	<p>Up to two marks.</p> <p>Award full marks for '1.625% or 0.01625' irrespective of workings. Award maximum 1 mark for correct formula (in words or figures) or '1.6' (without percentage symbol) if seen.</p>
	c	<p>Responses include:</p> <ul style="list-style-type: none"> • improved customer satisfaction • improved employee engagement • improved employee loyalty towards the business • improved productivity • improved quality of service • lower levels of absenteeism • lower levels of labour turnover and lower recruitment costs. <p>Exemplar response: Having well-motivated employees should lower levels of absenteeism (1). This is a benefit to <i>Doggy Days Ltd</i> because employees will not be expected to carry out extra duties to cover for staff who are absent (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Benefits must be to the business. Do not award marks for benefits relating to the employees.</p> <p>Watch out for repetition.</p>

Question		Answer	Marks	Guidance
	d	<p>Responses include:</p> <ul style="list-style-type: none"> business reputation (excellent reputation in the local area) customer surveys (figures for customer satisfaction provided in Table 1) employee feedback via appraisals labour turnover (figures provided in Table 1). <p>Exemplar response: <i>Doggy Days Ltd</i> holds an informal review meeting with each of its employees. This could be used to measure employee motivation (L1). Leo has an informal discussion with employees about whether they are happy at work. This will help to give him an indication about motivation as a happy employee is more likely to be a motivated employee (L2). Having an informal discussion means that employees are more likely to be honest about their feelings than if this were a more formal meeting giving Leo more accurate information to work with (L3). As there are a range of employee roles, each experiencing different working conditions, a method such as an informal review meeting where Leo can assess the motivation of individual employees is more appropriate than a method such as looking at overall absenteeism figures as this will make it easier to make an accurate assessment for all employees. It is only with accurate information that appropriate changes could be made to improve employee motivation (L4).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8) Candidate evaluates measures that could be used by <i>Doggy Days Ltd</i>.</p> <p>Level 3 (5 – 6) Candidate analyses measures that could be used by <i>Doggy Days Ltd</i>. Analysis must be of the advantages and/or disadvantages of each measure to the business.</p> <p>Level 2 (3 – 4 marks) Candidate explains measures that could be used by <i>Doggy Days Ltd</i>.</p> <p>Level 1 (1 – 2 marks) Candidate identifies measures that could be used by <i>Doggy Days Ltd</i>.</p> <p>Award the lower mark at each level (Levels 1-3) if only one measure considered. Award the higher mark at each level if two (or more) measures considered.</p> <p>L4 evaluation – Award 7 marks for a generic judgement on the most appropriate measure. Award 8 marks for a contextual judgement on the most appropriate measure. 'CONT' annotation required.</p>
2	a	<p>Indicative content:</p> <p>Answer: 4</p>	1	<p>For one mark.</p> <p>This question applies knowledge from Unit 1 LO3: Understand the effect of different organisational structures on how businesses operate.</p>

Question	Answer	Marks	Guidance
b	<p>Responses include:</p> <ul style="list-style-type: none"> • clear chain of command between James and Sofia and the other employees • clear job roles therefore employees should understand what the directors expect of them • small span of control should mean a more personal relationship i.e. the directors know their staff • unclear what control Leo has over the other employees. <p>Exemplar response: Having a small span of control (L1) means that the Directors are more likely to interact with the employees on a day-to-day basis and therefore have a better working relationship with them (L2). As a result employees may feel that the Directors are more approachable if they have a problem or need to ask questions. This in turn means that the employees should be more productive which could improve the relationship still further because the employees are more likely to be providing a good service to customers (L3).</p>	4	<p>Levels of response</p> <p>Level 3 (3-4 marks) Candidate analyses one way in which the style of organisation structure might influence the relationship between the directors and the employees. Candidate must explicitly refer to the relationship between the directors and the employees.</p> <p>Level 2 (2 marks) Candidate explains one way in which the style of organisation structure might influence the relationship between the directors and the employees.</p> <p>Level 1 (1 mark) Candidate identifies a relevant way in which the style of organisation structure might influence the relationship between the directors and the employees.</p> <p>Award 3 marks for generic analysis. Award 4 marks for analysis in context. 'CONT' annotation required for 4 marks.</p>

Question	Answer	Marks	Guidance
c	<p>Responses include:</p> <ul style="list-style-type: none"> • additional employees might result in poorer/less communication between the directors and the employees • employee motivation levels may fall if employees feel that they have missed out on opportunities for promotion etc. E.g. management roles will be available at the new branch • employees may not have day-to-day contact with the directors any more as they might split their time between the two branches. Some may see this as a positive, others as a negative • more formalised HR processes and policies may be required as the number of employees increases which may not be welcomed by existing employees. <p>Exemplar response: Some employees will prefer it if the directors spend a lot of time at the new branch when it is being set up as the directors are then not seeing everything that goes on during the working day (1). Employees who prefer to be left to get on with their day-to-day tasks may feel this shows that the directors trust them to carry out their roles (1). In turn, this should increase employee motivation and therefore improve the working relationship between the employee and the directors. This is because a motivated employee is likely to provide a better service to the customers than an unmotivated employee (1).</p>	2 x 3 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two analyses.</p> <p>Analysis must explicitly refer to the relationship between directors and employees.</p> <p>Watch out for repetition.</p>

Question		Answer	Marks	Guidance
	d	<p>Indicative content:</p> <ul style="list-style-type: none"> • coaching • job rotation • mentoring • observation • shadowing. <p>Exemplar response: One suitable method is observation (1). This would be useful when a new Kennel Assistant joins the business because the new employee can observe an experienced employee carrying out the job role (1). This allows them to see what has to be done and ask any questions before they have to carry out tasks unsupervised (1).</p>	2 x 3 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two justifications.</p> <p>Do not award marks for explanation or justification if the method is identified incorrectly.</p> <p>Marks must be for training method and not for the content of the training.</p>
3	a	<p>Responses include:</p> <ul style="list-style-type: none"> • all employees are aware of the procedure that will be followed on joining the business • all stakeholders, including managers, employees, and trade union representatives can check whether the correct procedure is followed • if legal action or an employment tribunal result, it can easily be seen whether the business followed the correct procedure. <p>Exemplar response: Stakeholders, such as employees and their trade union representatives, if appropriate, can see whether the correct procedure is followed (1) if there is an issue with an employee's behaviour. This is beneficial for the business if any legal action is taken (1).</p>	2	<p>One mark for correct identification, plus a further one mark for an explanation.</p> <p>Benefits must be to the business.</p>

Question		Answer	Marks	Guidance	
	b	<p>Indicative content:</p> <p>Kennel Manager</p> <ul style="list-style-type: none"> • 360 degree feedback • individual performance management objectives • on-going monitoring of business performance • peer appraisal • self-appraisal • upward appraisal. <p>Kennel Assistant</p> <ul style="list-style-type: none"> • grading based on attendance and absenteeism • individual performance management objectives • on-going monitoring of business performance • peer appraisal • self-appraisal. <p>Exemplar response: Kennel Manager - 360 degree feedback would be suitable (1) because there are other managers, the directors and subordinates who can all give feedback to gain an overall picture of the employee's performance (1). This is better than only having the opinions of subordinates or superiors because they might interact differently with different stakeholders (1).</p>	2 x 3 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two justifications.</p> <p>Award a maximum of three marks if the same method is chosen for both job roles. 'REP' annotation required.</p> <p>Method recommended for the Kennel Manager must be appropriate for a managerial position.</p> <p>Method recommended for the Kennel Assistants must be appropriate to their position in the organisation structure i.e. no subordinates.</p>	
	c	(i)	Responses include:	1	<p>One mark for a correct identification.</p> <p>Do not award vague responses such as 'labour turnover'. But do award "to lower labour turnover".</p>
			<ul style="list-style-type: none"> • to avoid increased costs/time • to improve employee motivation • to improve staff morale • to maintain or the business' reputation • to retain staff/reduce labour turnover. 		

Question	Answer	Marks	Guidance
(ii)	<p>Responses include:</p> <ul style="list-style-type: none"> • clear business policies and procedures e.g. disciplinary and grievance procedures • clear procedures for arbitration, conciliation and/or mediation • effective communication – this will be particularly important if a new branch is opened • promoting team work • providing better working conditions if possible • providing training or managers to better deal with conflict • trade union involvement if any employees are trade union members. <p>Exemplar response: Effective communication is vital to resolve conflict (1). It is only by discussing any issues when they first arise that more serious conflict can be avoided (1).</p>	3 x 2 marks	<p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three developments.</p> <p>Award mark(s) for appropriate method(s) of improving employee engagement/motivation i.e. if the method can be used to resolve conflict.</p>
d	<p>Responses include:</p> <p>Recruitment process:</p> <ul style="list-style-type: none"> • advertise job roles (internal and/or external) • choose application method(s). <p>Selection process:</p> <ul style="list-style-type: none"> • shortlisting • interview(s) • selection task/test • take-up references • job offer and contents of a job offer • job acceptance by chosen candidate(s) • contract of employment • probationary period. 	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates methods of recruitment and selection for a Dog Training Manager at <i>Doggy Days Ltd</i>. Method(s) evaluated must be relevant to a managerial role to award L4 marks.</p> <p>Level 3 (9 – 12 marks) Candidate analyses method(s) of recruitment and selection for a Dog Training Manager at <i>Doggy Days Ltd</i>. Analysis must be of the advantage and/or disadvantage of each method to the business.</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response: The Directors of <i>Doggy Days Ltd</i> could choose to advertise this vacancy both internally and externally (L1). Internally this could be done via email or verbally as these are both quick, easy and low cost methods of reaching existing staff (L2). Externally they could advertise in the local paper (L1) rather than at the local college which they have done previously because people who would see the advert at the college are less likely to be ready for a management role so the business may find that lots of unsuitable candidates apply (L3).</p> <p>Advertising internally may be the most beneficial for the directors as they will know how well existing employees interact with the dogs and whether they are ready to undertake a management role. However, if they don't feel that any existing employees have the necessary skills and/or experience then a better decision would be to advertise externally only (L4).</p>		<p>Level 2 (5 – 8 marks) Candidate explains method(s) of recruitment and selection for a Dog Training Manager at <i>Doggy Days Ltd</i>.</p> <p>Level 1 (1-4 marks) Candidate identifies method(s) of recruitment and selection for a Dog Training Manager at <i>Doggy Days Ltd</i>.</p> <p>To be awarded full marks at each level, candidates must consider methods relating to recruitment and selection. Award the bottom marks, of the appropriate level if only one method is considered. E.g. L2 – if one method considered, award 5 marks for weak explanation and 6 marks for strong explanation. If two (or more) methods considered, award 7 marks for weak explanation and 8 marks for strong explanation.</p> <p>L4 evaluation – Award 13 marks for a generic judgement of the most appropriate recruitment or selection method. Award 14 marks for contextual judgement of the most appropriate recruitment or selection method. Award 15 marks for generic judgment of the most appropriate recruitment and selection methods. Award 16 marks for contextual judgement of the most appropriate recruitment and selection methods. 'CONT' annotation required for 14 or 16 marks.</p>

Question		Answer	Marks	Guidance
4	a	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> • if changes are made then labour turnover, absenteeism and employee motivation could all be improved • if honest answers are given, information can be used to make improvements/changes • the employer can receive first-hand information about the employee's experiences working for the business. <p>Drawbacks:</p> <ul style="list-style-type: none"> • employees may choose not to complete the questionnaire • employees might not provide accurate information • may create bad feeling between the employer and employee if negative comments are made • the questionnaire will only benefit the business if the employer accepts comments that are made. <p>Exemplar response:</p> <p>Benefit – The business receives information and opinions first-hand from the employee (1). This can then be used to implement changes that will hopefully help to retain employees in the future (1).</p> <p>Drawback - An employee might not be honest when completing the questionnaire (1). This means that <i>Doggy Days Ltd</i> might waste time and money making changes that were unnecessary (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Benefit and drawback must be to the business.</p>

Question	Answer	Marks	Guidance
b	<p>Responses include:</p> <ul style="list-style-type: none"> • encourage team work or team building • improve employee engagement • improve employee motivation e.g. by paying assistants more than the national living wage • improve working conditions • increase opportunities for promotion • offer employees at the current branch the same wage/salary as those at the potential new branch • offer training and development opportunities. <p>Exemplar response: Labour turnover is highest amongst the assistants at <i>Doggy Days Ltd</i>. These are the employees who are paid the least; national living wage. Offering higher wages (L1) may mean that these employees are less likely to actively look for new jobs which offer higher pay (L2). Although this will increase wage costs for <i>Doggy Days Ltd</i>, it will reduce their recruitment costs and they can keep employees that are experienced within this business (L3). This will partially offset the additional wage costs. This method is vital in reducing labour turnover because Leo is considering paying higher wages to staff at the new branch. This would then cause resentment amongst existing employees and they are even more likely to look for another job. If <i>Doggy Days Ltd</i> want to retain these experienced employees, and save on the costs of recruiting even more new staff, then they must pay existing employees at least the same wage as new employees (L4).</p>	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates methods of reducing labour turnover at <i>Doggy Days Ltd</i>. For full marks, evaluation must be in context.</p> <p>Level 3 (9 – 12 marks) Candidate analyses methods of reducing labour turnover at <i>Doggy Days Ltd</i>. Analysis must be of the advantage and/or disadvantage of each method to the business.</p> <p>Level 2 (5 – 8 marks) Candidate explains methods of reducing labour turnover at <i>Doggy Days Ltd</i>.</p> <p>Level 1 (1-4 marks) Candidate identifies methods of reducing labour turnover at <i>Doggy Days Ltd</i>.</p> <p>Award the lower marks at each level if one method considered. Award the higher marks at each level if more than one method considered. e.g. L2 – if one method considered, award 5 marks for weak explanation and 6 marks for strong explanation. If two (or more) methods considered, award 7 marks for weak explanation and 8 marks for strong explanation.</p> <p>L4 evaluation – Award 13 marks for a weak generic judgement of the most appropriate method of reducing labour turnover. Award 14 marks for strong generic judgement of the most appropriate method. Award 15 marks for weak contextual judgment of the most appropriate method.</p>

Question	Answer	Marks	Guidance
			Award 16 marks for strong contextual judgement of the most appropriate. 'CONT' annotation required for 15 or 16 marks.

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