

Level 3 Cambridge Technical in Business 05878

Unit 9: Human resources

Monday 18 June 2018 – Morning

Duration: 2 hours

C426/1806



You must have:

- a calculator

First Name

Last Name

Centre
Number

Candidate
Number

Date of
Birth

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Y

INSTRUCTIONS

- Use black ink.
- Complete the boxes above with your name, centre number, candidate number and date of birth.
- Answer **all** the questions.
- Write your answer to each question in the space provided.
- If additional answer space is required, you should use the lined page(s) at the end of this booklet. The question number(s) must be clearly shown.

INFORMATION

- The total mark for this paper is **90**.
- The marks for each question are shown in brackets [].
- This document consists of **20** pages.

FOR EXAMINER USE ONLY	
Question No	Mark
1	/26
2	/22
3	/19
4	/23
Total	/90

Text 1 – Latteria Ltd

Latteria was started in 2002 by brother and sister, Henry and Amelia Milne. Henry had been employed as Operations Manager by a large ice-cream manufacturer. He enjoyed his work but saw a gap in the market for a healthier product. His idea was to launch a range of frozen yoghurts. Amelia worked in the marketing department of the local council and was keen to join her brother in this new venture.

Henry and Amelia both left their jobs and started the business on a small scale. Trading as a partnership, they made frozen yoghurt to order for local cafés, restaurants and farm shops. They soon gained a reputation for reliable service and excellent quality products. As a result, orders and profits increased.

In 2009 Henry and Amelia changed the legal status of the business to a private limited company. In 2010 the business moved into its current factory. The factory has the capacity to produce 550 000 litres of frozen yoghurt per week, although it is not currently operating at full capacity. The increased capacity of the new factory enabled the business to start selling one-litre tubs of frozen yoghurt to large supermarkets.

There are currently 76 employees; 60 working in the factory and 16 in administration and support roles. As the business has grown, separate functional areas have been introduced and more specialised staff employed.

Employee relations – Up until now, Henry and Amelia have adopted a democratic management style and discussed decisions with employees. None of the employees are currently members of a trade union.

Pay and benefits for production operatives – Henry and Amelia view employees as ‘family’ and pay production operatives £10.50 per hour. Working hours have always been 8.00am until 5.00pm Monday to Friday, with an hour for lunch. In addition, employees get 35 days holiday a year. This amount of holiday entitlement is excellent compared to production operatives in similar local businesses.

Training for production operatives – Henry and Amelia have decided to review the training given to production operatives. They have arranged for the Production Manager and the Production Supervisors to attend a training course hosted by the company that manufactured the machinery used in the factory. This should show them how to use the machinery more effectively and efficiently. On returning to the factory the Production Manager and the Production Supervisors will then provide on-the-job training for all production operatives.

A new customer - The business has received a new order from a supermarket chain for 60 000 one-litre tubs of frozen yoghurt each week for the next three years. Henry and Amelia have made the decision to accept this order without consulting any of the employees. To produce enough frozen yoghurt to meet this order, eight new production operatives will need to be recruited. Working patterns will also need to change for all existing production staff as the factory will need to operate on a Saturday. All production staff will, therefore, sometimes need to work on Saturdays and have a day off during the week instead.

Answer **all** the questions.

1 (a) Identify **two** likely responsibilities of the human resources function in *Latteria Ltd*.

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[2]

(b) Explain **one** benefit and **one** drawback to *Latteria Ltd* of giving its employees a generous holiday entitlement.

Benefit

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Drawback.....

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2 An extract from a job advertisement for *Latteria Ltd* is shown below.

Production Operatives

Do you thrive when working as part of a team?

Due to our continued growth, *Latteria Ltd* has opportunities for production operatives to join our friendly team. We will reward your hard work with pay of £10.50 per hour along with 35 days holiday per year.

Person specification

- Ability to follow instructions
- Good communication skills
- Team player
- Level 2 Food Hygiene qualification highly desirable
- First Aid qualifications would be advantageous, but are not essential.

(a) To motivate its employees, *Latteria Ltd* pays higher wages than similar local businesses.

(i) Outline **one** motivational theory.

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(ii) Analyse **two** benefits to *Latteria Ltd* of having motivated employees.

Benefit 1

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Benefit 2

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[6]

(b) *Latteria Ltd's* new employees complete a three month probationary period.

Explain **one** benefit to *Latteria Ltd* of using a probationary period when a new employee joins the business.

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[2]

(c) Explain **two** reasons why *Latteria Ltd* should maintain the confidentiality of candidates' personal information during the interview process.

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(ii) Recommend **two** appropriate methods of improving employee engagement within *Latteria Ltd.* Give reasons for your choices.

Method 1

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Method 2

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[6]

- 4 (a) Henry and Amelia have chosen to monitor the performance of the employees based solely on their attendance and absenteeism.

Explain **one** benefit and **one** drawback of using this method.

Benefit

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Drawback.....

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[4]

- (b) (i) Recommend **one** method of on-the-job training that could be used to train production operatives to use the machinery in the factory more effectively. Give a reason for your choice.

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[3]

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s).
The question number(s) must be clearly shown in the margin(s) – for example 2(a)(i) or 4(b)(ii).

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