

**Cambridge Technicals
Business**

Unit **9**: Human resources

Level 3 Cambridge Technical in Business
05834 - 05837

Mark Scheme for June 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)	<p>Indicative content:</p> <ul style="list-style-type: none"> • benefits • compensation • employee engagement • employee relations • ensuring compliance with employment legislation • exit process • health and safety • linking with other functions to contribute to the success of the business • recruitment/selection • skills audit • training and development. 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Do not award marks for stating legislation.</p>
	b	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> • improved employer/employee relations • improved employee motivation • improved punctuality • lower labour turnover/higher employee retention • lower absenteeism • increased productivity • less tired/more refreshed employees • lower wastage rates • fewer errors/improved quality. <p>Drawbacks:</p> <ul style="list-style-type: none"> • financial cost • paying for non-productive time • workforce planning issues • disruption to production schedule • lower skills availability 	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>Explanation needs to be a consequence to the business.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> more likely to need to use casual/agency staff to cover holidays. <p>Exemplar response: Benefit – A generous holiday entitlement will promote good employer-employee relations at <i>Latteria Ltd</i> (1) because it is likely to make workers feel valued (1).</p> <p>Drawback – A drawback is the additional cost (1). If the employee role is essential, <i>Latteria Ltd</i> will need to pay for staff to cover the employee role in addition to paying the absent employee's wages (1).</p>		
c	(i) Indicative content: $\frac{\text{Number of employees leaving}}{\text{Number of employees}} \times 100$ $= \frac{4}{50}$ <p>Answer = 8% (also 0.08)</p>	2	Up to two marks. Award full marks for the correct answer. Award maximum 1 mark for correct formula (in words or figures). Award maximum one mark for '8' (without the percentage sign).
	(ii) Indicative content: $\frac{\text{Total output (in the time period)}}{\text{Number of employees}}$ $= \frac{21.6 \text{ million}}{54}$ <p>Answer = 400 000 litres or 0.4 million litres</p>	2	Up to two marks. Award full marks for the correct answer. Award maximum 1 mark for correct formula (in words or figures) or 400 000 or 0.4 if seen. 'Litres' required for full marks.

Question	Answer	Marks	Guidance
d	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> • maintaining the business' reputation • more motivated employees • easier to attract/recruit employees • no requirement to pay fines and/or compensation due to not meeting legislation • safer workplace. <p>Drawbacks:</p> <ul style="list-style-type: none"> • costs of meeting legislation e.g. paying minimum/living wage, providing safety equipment, training staff • time requirements e.g. checking that legislation is being met, training. <p>Exemplar response:</p> <p>If the Equality Act is being met then <i>Latteria Ltd</i> is more likely to gain a good reputation as an employer (L1). This is because workers will be attracted to a business where they know that they aren't going to be discriminated against e.g. due to a disability or their gender (L2). This means that when vacancies are advertised the business is more likely to attract experienced applicants with the appropriate qualifications (L3). However, to ensure that the Equality Act is being met by all employees may mean that additional training is required (L1). This will be off-the-job training and therefore whilst the training is being carried out employees will not be carrying out their day-to-day roles (L2). This in turn may affect productivity during the period that training is being undertaken (L3).</p>	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates benefit(s) and drawback(s) to <i>Latteria Ltd</i> of meeting legal obligations relating to human resources.</p> <p>Level 3 (9 – 12 marks) Candidate analyses benefit(s) and drawback(s) to <i>Latteria Ltd</i> of meeting legal obligations relating to human resources.</p> <p>Level 2 (5 – 8 marks) Candidate explains benefit(s) and drawback(s) to <i>Latteria Ltd</i> of meeting legal obligations relating to human resources.</p> <p>Level 1 (1-4 marks) Candidate identifies benefit(s) and drawback(s) to <i>Latteria Ltd</i> of meeting legal obligations relating to human resources.</p> <p>Award bottom mark of appropriate mark band for one benefit or one drawback.</p> <p>Award second mark of appropriate mark band for two benefits or two drawbacks.</p> <p>Award third mark of appropriate mark band for one benefit and one drawback.</p> <p>Award top mark of appropriate mark band for two benefits and two drawbacks.</p>

Question			Answer	Marks	Guidance
			Although productivity may be affected for a short time, hopefully the longer term benefits of staff being aware of equality issues will outweigh this. If good applicants can be attracted to fill vacancies then the longer term effects on productivity should be greater than if the business has a poor reputation and less skilled or experienced workers had to be employed because the better candidates chose not to apply (L4).		
2	a	(i)	<p>Responses include:</p> <ul style="list-style-type: none"> • Maslow's Hierarchy of Needs • McClelland's Theory of Needs • McGregor's Theory X and Theory Y. <p>Exemplar response: David McClelland's Theory of Needs (1) stated that individuals are motivated by either affiliation, achievement or power (1).</p>	2	One mark for correct identification of theory, plus a further one mark for development.
		(ii)	<p>Responses include:</p> <ul style="list-style-type: none"> • improved employee loyalty • improved product quality; in turn this could lead to improved customer satisfaction and/or higher profits • improved employee engagement • improved productivity • lower levels of absenteeism • lower levels of labour turnover and lower recruitment costs. <p>Exemplar response: One benefit of having motivated employees to <i>Latteria Ltd</i> is that this should lead to lower levels of labour turnover (1). This means that fewer employees will choose to leave the business to work elsewhere which will lower recruitment and training costs for <i>Latteria Ltd</i> (1). It also means that the business is holding on to experienced employees which should also have a knock-on effect on productivity (1).</p>	2 x 3 marks	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.

Question		Answer	Marks	Guidance
	b	<p>Responses include:</p> <ul style="list-style-type: none"> • can assess how well the employee performs in the role • can assess how well the employee fits into the team • can assess whether the experience/qualifications stated on an application match what the employee is actually able to do • the employee's contract of employment can be terminated at the end of the probationary period if <i>Latteria Ltd</i> feel that they have not performed as expected. <p>Exemplar response: It gives <i>Latteria Ltd</i> the opportunity to assess how well the employee performs the role (1). At interview the employee may have described what they can do but it is only by actually doing it that the business can assess whether they are capable of fulfilling the duties (1).</p>	2	<p>One mark for correct identification, plus a further one mark for an explanation.</p> <p>Benefit must be a benefit to <i>Latteria Ltd</i> rather than a benefit to employees.</p>
	c	<p>Responses include:</p> <ul style="list-style-type: none"> • legal obligation (Data Protection Act) • gain trust of employees/applicants • not maintaining confidentiality may affect the business' reputation • to minimise the risk of fraud. <p>Exemplar response: <i>Latteria Ltd</i> have a legal duty (1) to maintain confidentiality. If information, such as candidates' personal details, becomes public then <i>Latteria Ltd</i> will not be complying with the Data Protection Act and could face prosecution (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>
	d	<p>Indicative content:</p> <p>The job advertisement states:</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8) Candidate makes a justified decision as to which candidate should be chosen by comparing at least two</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • applicants must have the ability to follow instructions • must have good communication skills • must be a team player • Level 2 Food Hygiene qualification would be highly desirable • First Aid qualifications would be advantageous. <p>Extracts from application forms:</p> <ul style="list-style-type: none"> • Applicant 1 – has good communication skills, pays attention to detail, enjoys working as part of a team, can follow instructions. Has a food technology qualification rather than Level 2 Food Hygiene. Has no work experience. • Applicant 2 - likes working either on own or as part of a team, has qualifications in ICT and food technology (ICT may be useful if machinery is technology based), first aid training received (but doesn't state whether a qualification has). Has work experience but not in a factory environment. • Applicant 3 – Has worked in a factory but not a food factory. States doesn't need to ask questions (over-confident in own abilities?). Excellent time keeping and attendance, wants to work hard and gain promotion (motivated?). No mention of first aid or food hygiene qualifications. <p>Exemplar response:</p> <p>I would not choose to shortlist Applicant 3 because they do not appear willing to follow instructions (L1). They state that they don't ask questions but if they don't understand instructions, especially when first joining the business, it would be vital to ask questions (L2). Not doing so could impact on product quality,</p>		<p>applicants.</p> <p>Level 3 (5 – 6) Candidate analyses benefits/drawbacks to the business of the applicant(s) pros/cons.</p> <p>Level 2 (3 – 4 marks) Candidate explains pros/cons of specific applicant(s).</p> <p>Level 1 (1 – 2 marks) Candidate identifies pros/cons of specific applicant(s).</p> <p>Learners may choose either Applicant 1, 2 or 3 but this must be a supported judgement to achieve Level 4.</p>

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	<p>productivity and even health and safety (L3).</p> <p>Both Applicant 1 and Applicant 2 could be shortlisted as they both have skills required (L1). However, I would shortlist Applicant 1. On the application they appear to have all of the skills required. Just because they don't have factory work experience shouldn't be an issue as this isn't listed as essential on the person specification (L3). <i>Latteria Ltd</i> would have the opportunity to train this applicant to carry out the role as they want them to rather than bring any bad habits etc. from another employer. The interview would then help them to assess whether this applicant does have the good communication skills etc. which are stated on the application (L4).</p>		

Question		Answer	Marks	Guidance
3	a	<p>Responses include:</p> <ul style="list-style-type: none"> • some employees don't respond well to an autocratic management style – they prefer to be consulted rather than told what to do (democratic) • some employees prefer an autocratic management style – they prefer to be told exactly what is required of them • some employees prefer to be left to carry out tasks in their own way • some employees like to be guided and looked after (paternalistic) • some employees don't respond well to a laissez-faire approach because they don't feel, for example, that they have the knowledge or experience to be left to make their own decisions <p>Exemplar response: Some employees don't respond well to an autocratic management style because they prefer to be consulted about factors or changes that affect their role (1). If these employees are told what to do without consultation then this may be a barrier to effective employee relations because they may resent the manager that is telling them (1). If they resent the manager then they may be less likely to follow instructions which in turn may lead to further issues with the manager (1).</p>	2 x 3 marks	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.
	b	<p>Responses include:</p> <ul style="list-style-type: none"> • an employee may be waiting for information from a colleague without which they cannot complete a task • employees are unsure about their role • employees don't understand instructions from managers • employees may not be informed (at all or in sufficient detail) about legislation or workplace policies • health and safety issues may not be reported – minor issues could become more serious 	2	One mark for correct identification, plus a further one mark for an explanation.

Question		Answer	Marks	Guidance
		<ul style="list-style-type: none"> stock may not be ordered if one employee uses/sells the last of a product and doesn't inform the relevant person/people. <p>Exemplar response: Poor communication may mean that employees don't understand an instruction that a manager has given to them (1). This may cause conflict between an employee and their manager if the manager thinks that the employee has ignored the instruction (1).</p>		
	c	<p>Response include:</p> <ul style="list-style-type: none"> avoid an increase in costs improve/maintain employee morale improve/maintain employee motivation improve/maintain key performance indicators maintain the business' reputation retain staff. <p>Exemplar response: Avoiding conflict should help the business to avoid an increase in costs (1). This is because if serious conflict does arise, such as harassment, then the employee carrying out the harassment may be dismissed (1). At the very least there will then be recruitment costs to pay but it may also result in the cost of an employment tribunal if the employee believes that they were unfairly dismissed. Avoiding these costs is a benefit as it maximises the money available for operating costs and/or reinvestment (1).</p>	3	One mark for correct identification, plus a further one mark for explanation and a further one mark for analysis.

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	d (i)	<p>Responses include:</p> <ul style="list-style-type: none"> • a successful business is more likely to research and invest in developing new flavours – engaged employees contribute towards success • level of innovation is an indicator of employee engagement. <p>Exemplar response: The level of innovation in a business can be an indicator of how engaged employees are in the workplace (1). The number of new flavours developed and introduced has fallen from 8 to 4. This fall may suggest that employee engagement is falling amongst employees at <i>Latteria Ltd</i> as they are not being as innovative (1).</p>	2	<p>One mark for correct identification, plus a further one mark for development.</p> <p>Explanation must be in context i.e. reference should be made to Table 1.</p>
	(ii)	<p>Responses include:</p> <p>Benefits</p> <ul style="list-style-type: none"> • bonus scheme/improved pay • cultural shift • effective conflict management • effective two-way communication between management and employees • employee representation e.g. work councils • empowerment of employees • flexible working • team working • training, development and coaching <p>Exemplar response: <i>Latteria Ltd</i> could introduce a formal method of employee representation e.g. a works council (1). Henry and Amelia have made the decision to change the shift patterns without consulting the employees. Having a works council where such major decisions could be discussed (1) should improve employee</p>	2 x 3 marks	<p>In each case:</p> <p>One mark for method One mark for development (of method) One mark for how/why the method improves employee engagement.</p>

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		engagement as employees would then feel as if their opinions were at least being heard rather than being ignored (1).		
4	a	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> it is important to monitor attendance and absenteeism as an employee cannot be productive if they aren't in the workplace it is relatively easy data to collect/monitor compared to other measures e.g. employee productivity. <p>Drawbacks:</p> <ul style="list-style-type: none"> it doesn't give an indication of the employee's ability to carry out their role the data must be recorded accurately otherwise it will not give an accurate picture of employee performance. <p>Exemplar response:</p> <p>Benefit – Performance figures can be easily calculated (1) because attendance and absenteeism data should be readily available from the human resource function (1).</p> <p>Drawback – This only gives an indication about one aspect of an employee in the workplace (1). It doesn't give any indication about how effectively the employee carries out their role which will also have a significant impact on their productivity (1).</p>	2 x 2 marks	One mark for correct identification of one benefit and one drawback, plus a further one mark for each explanation.

Question		Answer	Marks	Guidance
	b	(i) Responses include: <ul style="list-style-type: none"> • coaching • job rotation • mentoring • observation • shadowing <p>Exemplar response: I would recommend observation (1). This is because the operative can watch the manager or supervisors demonstrate how they have been shown on the training course to use the machinery more effectively (1). The manager can then observe the operative using the machinery to check that they have understood what they have been shown (1).</p>	3	One mark for correct identification of specific method, plus up to a further two marks for justification of the chosen method.
		(ii) Responses include: <ul style="list-style-type: none"> • employee surveys • skills audit • measuring the quality of products produced • monitoring actual performance in the workplace • performance ratios e.g. productivity • reduction in the number of customer complaints • testing. <p>Exemplar response: Henry and Amelia could calculate productivity in the factory, before and after the training (L1). If productivity increases after the training then they can conclude that the training has been effective (L2). However, this method may be inaccurate because other factors may affect productivity. Some employees may feel that because they have been using this machinery for a period of time they already know how to use it. If they resent being shown how to use it again this may affect their motivation which in turn will adversely affect productivity (L3).</p>	16	Levels of response: Level 4 (13 - 16 marks) Candidate evaluates ways in which the effectiveness of the planned training for production operatives can be measured. Level 3 (9 – 12 marks) Candidate analyses way(s) in which the effectiveness of the planned training for production operatives can be measured. Level 2 (5 – 8 marks) Candidate explains relevant way(s) in which the effectiveness of the planned training for production operatives can be measured. Level 1 (1-4 marks)

Question	Answer	Marks	Guidance
	<p>Henry and Amelia should use a combination of measures as this will give them a better picture of the effectiveness of the training than if only one method is used. Monitoring changes in the number of customer complaints should be used because this is the reason why the training is to be carried out. Accompanying this with other measures such as an employee survey will then give them useful information to assess employee views but also to conclude whether employees feel that any further training will improve their skills still further (L4).</p>		<p>Candidate identifies relevant way(s) in which the effectiveness of training can be measured.</p> <p>Award lower two marks of mark band for candidates who only discuss one 'way'.</p>

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