

Level 3 Cambridge Technical in Business

05878 Unit 9: Human resources

Time allowed: 2 hours

C426/2406

You can use:

- a calculator



Please write clearly in black ink. **Do not write in the barcodes.**

Centre number

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Candidate number

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First name(s)

Last name

Date of birth

D	D	M	M	Y	Y	Y	Y
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INSTRUCTIONS

- Use black ink.
- Write your answer to each question in the space provided. You can use extra paper if you need to, but you must clearly show your candidate number, the centre number and the question numbers.
- Answer **all** the questions.

INFORMATION

- The total mark for this paper is **90**.
- The marks for each question are shown in brackets [].
- This document has **16** pages.

ADVICE

- Read each question carefully before you start your answer.

Murworth Castle

Murworth Castle was built in the 11th century. It is currently owned and lived in by the 16th Duke of Murworth and his family. Since 1965, the castle has been open to the general public, usually from 1 March until 31 October each year. Visitors pay to visit the castle, including its extensive grounds and gardens.

In 2008 the decision was made to diversify into new sectors. The facilities for visitors were improved and interactive activities were introduced. There is now a gift shop, a café and a children's play area. Visitors can also choose to take part in guided tours of the castle. These explore the history of the castle, as well as looking at the parts of the castle that have been used as filming locations for famous movies. Other activities on offer daily include archery, watching performances by actors dressed as film characters and, for young visitors, the opportunity to dress up as historical characters.

Permanent staff: Fifty staff are needed all year round to look after the castle, the Duke and his family, the grounds and the gardens. These include kitchen staff, cleaning staff and garden staff. James is the full-time Human Resources Manager. He has an assistant, Sundip, who works 25 hours per week. Their responsibilities include the recruitment of additional, seasonal, employees required during the months that the castle is open to the public.

Seasonal employees: During the months that Murworth Castle is open to the public, almost 100 extra employees are required. These include tour guides, additional gardeners, additional cleaners, actors for the performances, plus gift shop and café employees. Most of these roles are part-time. For many years the same people returned each year to fulfil these roles. However, in the last three years this has changed, now very few people choose to return.

Training: All permanent staff go through a one-week induction programme. Furthermore, if any of the permanent staff feel that they need additional training to fulfil their job role more effectively, James is willing to arrange appropriate training for them. James believes that this helps to motivate the permanent staff, in addition to improving the service that they provide. In contrast, the seasonal employees only go through a two-day induction programme and receive no further training.

Appraisal: The performance of permanent staff is monitored via self-appraisal. The performance of seasonal employees is monitored by Sundip by grading their attendance and absenteeism.

Performance data for seasonal employees at Murworth Castle in 2022 and 2023

Performance data:	2022	2023
Number of seasonal employees	92	98
Total number of days worked by seasonal employees	13 800	14 700
Total number of days of absence for seasonal employees	248	294

- 1** In 1965 Murworth Castle was opened to the general public for the first time. In 2008 the services offered to visitors were expanded.

Explain **two** ways that diversification into new sectors may have affected human resources planning at Murworth Castle.

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- (a)** In 2023 Murworth Castle was the 12th most visited tourist attraction in the UK, with 45% of visitors being repeat customers.

Explain what this suggests about employee motivation at Murworth Castle.

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- (b) Explain, using **one** motivational theory, how providing training can improve employee motivation at Murworth Castle.

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- (c) Explain how **one** internal factor might influence the relationship between Murworth Castle and its employees.

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- (a) All permanent staff at Murworth Castle have a probationary period of six months when they start work.

Explain **three** advantages for Murworth Castle of using a probationary period.

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(b) Most of the permanent staff at Murworth Castle belong to a trade union.

Outline **three** advantages for the permanent staff of belonging to a trade union.

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- (c)** Evaluate methods that Murworth Castle could use to improve the level of employee engagement for the permanent staff.

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- (a) Applicants for the Tour Guide roles at Murworth Castle are required to complete an application form.

Explain **one** advantage and **one** disadvantage for Murworth Castle of using this application method.

Advantage

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Disadvantage

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- (b) Identify **one** type of interview that Murworth Castle could use as part of the selection process for a new Tour Guide.

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Extract from Murworth Castle's interview documentation

Job role: Tour Guide	
Role summary: Leading visitors around the castle, explaining to them the history of the castle, bringing to life stories about events that have taken place here and showing the locations used for films made at the castle.	
Interview date: 5 February 2024	
Candidate 1	Candidate 2
Q1. Tell me about yourself I have a love of history and am very interested in the history of the castle. I enjoy learning new things.	Q1. Tell me about yourself I am a very hardworking person who is willing to learn. I don't know much about the history of the castle, but I have seen most of the films that have been made here.
Q2. Do you like working with people of all ages? It is not something that I have done before but I am sure that I can. I have worked mostly with people over 18 as I have worked as a receptionist in hotels.	Q2. Do you like working with people of all ages? I used to be a Teaching Assistant in a school, so I am used to working with children and enjoy it. Last year I worked in the café here at the castle, so have served people of all ages.
Q3. What skills and experience could you bring to Murworth Castle? My love of history means that I already know quite a lot about the castle. I am a quick learner so can easily learn anything else that I need to know. I am interested in people so it should help make visitors feel welcome.	Q3. What skills and experience could you bring to Murworth Castle? I have worked at the castle before, so I already know some of the people here. I enjoy interacting with people. I am also a very punctual person.
Additional notes: <ul style="list-style-type: none"> • Dressed smartly. • Seemed nervous. 	Additional notes: <ul style="list-style-type: none"> • Good verbal communication skills. • Handwriting on the application form was untidy.

(c) James has interviewed two candidates for a Tour Guide vacancy.

Recommend which of the two candidates shown above James should select for the role of Tour Guide. Justify your recommendation.

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- 5** Evaluate methods of on-the-job training and off-the-job training that could be provided for the seasonal employees at Murworth Castle.

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- (a)** Using information from the performance data, calculate the absenteeism rate for seasonal employees for 2023.

Show your workings.

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- (b)** Analyse **two** advantages to Murworth Castle of Sundip grading the performance of seasonal employees according to their attendance and absenteeism.

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- (a)** Explain how differing working environments could cause conflict between the garden staff and the cleaning staff at Murworth Castle.

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(b) Explain **two** advantages to Murworth Castle of avoiding conflict between staff.

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END OF QUESTION PAPER

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