

## Thursday 16 January 2025 – Afternoon

### Level 3 Cambridge Technical in Business

#### 05878 Unit 9: Human resources

Time allowed: 2 hours

C426/2501



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)

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Last name

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Date of birth

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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.

Read the scenario below.

## Locks Ltd

Locks Ltd is a family-owned business. The business has manufactured shampoos and conditioners, made using organic ingredients, for over 25 years.

All of Locks Ltd's haircare products are manufactured in one factory. All production operatives are members of a trade union. Currently, the factory operates five days a week, from 6 am to 10 pm. All production employees work shifts. All other employees start at 8.30 am and finish at 5 pm.

Social events are held throughout the year to help employees and management get to know each other outside of the working environment. This helps to reduce conflict in the workplace.

**Human resources policies and procedures** – Locks Ltd has clear HR policies and procedures in place. These include a detailed health and safety policy and a disciplinary procedure. All employees are made familiar with these policies and procedures as part of their induction training. In addition, Locks Ltd uses a probationary period for all new employees.

**Training** – All new employees go through a three-day induction process.

Locks Ltd are looking to the future and investing in the factory. New machinery for bottling the shampoos and conditioners has recently been installed. All production operatives have been on an external training course to show them how to use this new bottling machinery.

**Employee engagement** – three months ago, the HR manager asked all employees to complete a climate survey. The HR manager wanted to find out how happy employees were in the workplace, so that action could be taken if necessary.

The results of the climate survey showed that most employees, at all levels in the chain of command, were happy and engaged in their work. However, the survey did identify an issue with the building maintenance team. Despite the business onboarding all new recruits, some of the building maintenance team lack employee engagement. Feedback suggested that this was because they often work alone in different parts of the building, doing independent tasks such as repairing office furniture, checking fire alarm sensors and replacing lightbulbs. This makes it difficult for them to build a relationship with their other team members.

In addition, the HR manager has compiled performance data for all of Locks Ltd's employees. Performance data for 2024 is shown in **Table 1**, below.

**Table 1**

Performance data:	2024
Total number of workers employed	156
Number of workers leaving	12
Number of days lost due to absence	8604

**The future** – the shareholders have decided that Locks Ltd should diversify into a new sector. The company will manufacture organic laundry detergent in addition to its haircare products. If the diversification is successful, other household cleaning products may be added to the range. A new factory is being built next door to the existing factory to allow a new production line to be installed.



2

- (a) All the production operatives have attended an external training course to learn how to use the new bottling machinery.

Other than an external training course, describe **two** methods of off-the-job training that Locks Ltd could have used to train the production operatives how to use the new machinery.

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[6]

(b) Explain **two** ways that the effectiveness of production operatives attending the external training course could be measured.

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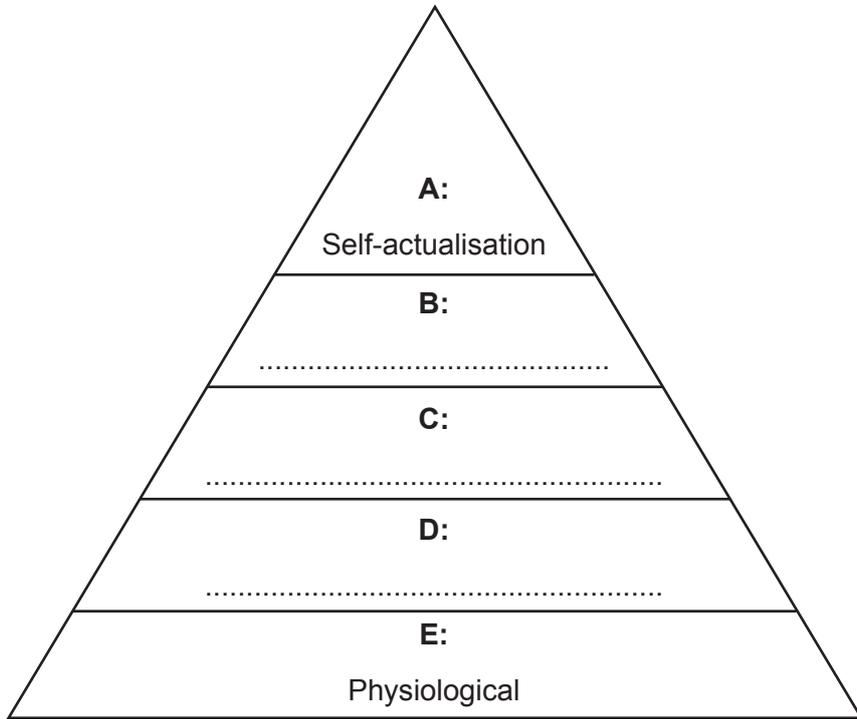
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[4]

(c) An incomplete diagram of Maslow's Hierarchy of Needs is shown below.



Complete the diagram by inserting the names of Needs **B, C and D**, above.

[3]



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3 Explain **three** external factors that could affect human resources planning at Locks Ltd.

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4 A climate survey has shown that some of the building maintenance team lack employee engagement.

Evaluate methods that Locks Ltd could use to improve the engagement of the employees in the building maintenance team.

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5 Explain **three** reasons why Locks Ltd would want to avoid conflict in the workplace.

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(a) Explain **one** way that onboarding can positively influence the relationship between operatives and managers at Locks Ltd.

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(b) Identify **two** services that a trade union is likely to provide for the production operatives.

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