



Oxford Cambridge and RSA

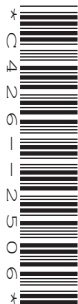
**Friday 6 June 2025 – Afternoon**

**Level 3 Cambridge Technical in Business**

**05878 Unit 9: Human resources**

**Time allowed: 2 hours**

**C426/2506**



**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

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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 **20** pages.

### ADVICE

- Read each question carefully before you start your answer.

Read the scenario.

## SH Bespoke

SH Bespoke is a kitchen design and installation business. SH Bespoke is owned by Sam Hawkestone. Sam started the business five years ago and operates as a sole trader.

**How it works** – Sam visits potential customers' homes to discuss their ideas for a new kitchen. He shows them the range of kitchen cabinets available and takes measurements of the kitchen. Over the next few days, he produces several kitchen layout designs. Once a design, style and colour scheme have been agreed, Sam calculates what price to charge the customer. If the customer is happy with the design and the price, Sam sends the details to a company that manufactures the kitchen cabinets. Sam also liaises with other businesses who supply and fit the customer's choice of worktops, flooring and appliances such as ovens and fridges etc.

The business is based in an office near to Sam's home. This is where he produces the kitchen layout designs. He also keeps samples of different kitchen cabinets here to help customers choose the style and colour of kitchen that they want.

Sam has four employees: three skilled labourers who install the new kitchens in customers' homes and one office-based employee. The office-based employee is responsible for marketing and finance. This includes updating the business' website, sending invoices to customers and paying the kitchen cabinet manufacturer. Sam is responsible for all HR tasks.

**A growing business** – The business is very successful. Sam has built a good reputation for producing superb designs and offering an excellent service to customers. He often gains new customers through word-of-mouth.

Sam has recently become concerned that he might have to start turning customers away because there is a limit to the amount of kitchens SH Bespoke can design and fit each month. Sam has therefore decided to recruit three additional employees: two skilled labourers and one designer. Sam realises that as the business grows, he will need to introduce more formal policies and procedures. These include induction training for new employees and a formal appraisal process for all employees. He finds all of this quite overwhelming. Until now, Sam and his employees have worked closely together and no formal processes have been needed. He will also need to think about ways to motivate new and existing employees, and how to resolve any conflict in the workplace that may arise.

Before starting the recruitment and selection process for the additional employees, Sam has decided to analyse the performance of his existing labourers. Their performance data for the last two years is shown in **Table 1**, below.

**Table 1**

| Performance data for existing labourers                               | 2023   | 2024   |
|-----------------------------------------------------------------------|--------|--------|
| Product wastage (number of kitchen parts damaged by the labourers)    | 97     | 86     |
| Total number of kitchen parts installed by the labourers              | 25 400 | 28 300 |
| Number of accidents in the workplace resulting in injury to labourers | 5      | 7      |
| Number of days lost due to accidents in the workplace                 | 35     | 29     |

1

(a) Explain **three** human resource responsibilities that Sam needs to fulfil for SH Bespoke.

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- (b) Explain how **two** pieces of current UK legislation affect human resources planning at SH Bespoke.

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2

- (a) Using data from **Table 1**, calculate the product wastage rate for SH Bespoke for **2024**. Show your workings.

[3]

- (b) Explain what the data in **Table 1** shows about SH Bespoke's accident rates.

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- 3 Sam is about to start the recruitment and selection process for the additional employees.

Explain **two** barriers to effective employee relations that may affect SH Bespoke as the business grows.

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(a) The recruitment and selection process for the role of designer is shown below.

- 1 Produce a job description
- 2 Produce a job advertisement
- 3 Advertise the job in the local newspaper
- 4 Request applicants to email a CV with a covering letter
- 5 Face-to-face interview with Sam
- 6 Email the chosen candidate to offer them the job role
- 7 Probationary period

Evaluate the suitability of this recruitment and selection process for the role of designer at SH Bespoke.

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5 Explain **two** benefits to SH Bespoke of providing induction training for the new labourers.

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(a) Analyse **two** monetary rewards that could be used to motivate the labourers.

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- (b) Describe **three** ways the success of any methods introduced to motivate the labourers could be measured.

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(a) Explain **two** possible causes of conflict that may occur at SH Bespoke.

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(b) Explain **two** reasons why Sam might want to resolve any conflict at SH Bespoke.

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[4]

END OF QUESTION PAPER

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