

2.1 Human resource management

Name: _____ Class: _____ Date: _____

Total: 29 marks

KEY WORDS training 培训 • labour turnover 员工流失率 • management 管理
• recruitment 招聘 • human resource management 人力资源管理

Objective

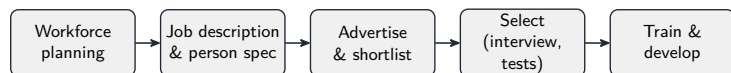
Build the skills to answer exam questions on **human resource management** 人力资源管理 (HRM) — workforce planning, **recruitment and selection** 招聘和甄选, **training** 培训, and measuring the workforce with **labour turnover** 员工流失率.

You must be able to:

- describe the roles of HRM and the steps in recruitment
- compare internal and external recruitment, and types of training
- calculate **labour turnover** and explain what it shows

1 Worked examples

■ Recruitment, training and labour turnover



HRM: plan the workforce → write a job description & person spec → advertise & select → train



HRM finds, trains and keeps the right staff

- **Recruit** with a **job description** (the duties) and a **person specification** (the right person's skills).
- **Internal** recruitment: cheaper, faster, person known — but no new ideas. **External**: new skills — but costlier, slower.

$$\text{labour turnover} = \frac{\text{number of staff leaving}}{\text{average number employed}} \times 100\%$$

Worked: 12 staff leave from an average of 150 employed → $\frac{12}{150} \times 100 = 8\%$.

Answer shapes: AO1 knowledge + AO2 application + AO3 analysis (reasoning chain) + AO4 a supported judgement *in context*.

2 Practice

2.1 Define the term *recruitment*. [2]

2.2 In one year, 9 staff leave a firm that employs on average 60 people. Calculate the labour turnover. [2]

2.3 State the difference between a *job description* and a *person specification*. [2]

3 Exam-style questions

3.1 Explain one benefit to a business of training its staff. [3]

3.2 Analyse two benefits to a business of recruiting staff **internally**. [8]

3.3 A growing business needs to fill several senior posts. Evaluate whether it should recruit these staff internally or externally. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

2.1 the process of finding and attracting people to apply for a job in the business (2 for a clear definition; 1 for a partial idea).

2.2 $\frac{9}{60} \times 100 = 15\%$ (2; award 1 for a correct method with the wrong figure).

2.3 a job description lists the duties and tasks of the job; a person specification lists the skills, qualifications and qualities the right person needs (2 for a clear difference; 1 for a partial idea).

3.1 [3] **AO1** 1 — name a benefit (higher productivity; better quality; higher motivation; staff stay longer). **AO2** up to 2 — develop it, e.g. trained staff make fewer mistakes → less waste → lower costs per unit (2 developed / 1 limited).

3.2 [8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *cheaper and faster*: no advertising or agency fees → lower recruitment cost → money saved for other uses. *Known and motivating*: the worker's ability is already known → lower risk of a bad hire → and the chance of promotion motivates other staff. Maximum 4 per benefit, 8 total.

3.3 [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Internal**: cheaper, faster, known, motivating — but no fresh ideas and it leaves another gap. **External**: new skills and ideas for senior roles — but costlier, slower, and the person is an unknown risk. Judgement: for *senior* posts a firm often needs the new ideas and experience of external hires, but it depends on the strength of internal candidates and how quickly the posts must be filled.