Solutions

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

Each answer shows the steps, then the **result**.

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