

Unit Test 单元测验

A-Level Business · Unit 7 Human resource management (A Level)

34 marks · 35 minutes

Part 1 · Vocabulary answer key. Sections A and C are marked on exact spelling; Section B accepts any listed Chinese form.

Question	Answer	Marks
1	hierarchy	1
2	feedback	1
3	organisational structure	1
4	barrier	1
5	business cycle	1
6	importer	1
7	current liabilities	1
8	business finance	1
9	劳资关系	1
10	单件生产	1

1 Analyse two advantages to SF of using flexible employment contracts.

Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 4 marks
2			3–4 marks Developed analysis - Developed analysis that identifies connections between causes, impacts and/or consequences of two points. - Developed analysis that identifies connections between causes, impacts and/or consequences of one point.
1	1–2 marks - Knowledge of two relevant points is used to answer the question. - Knowledge of one relevant point is used to answer the question.	1–2 marks - Application of two relevant points to a business context. - Application of one relevant point to a business context.	1–2 marks Limited analysis - Limited analysis that identifies connections between causes, impacts and/or consequences of two points. - Limited analysis that identifies connections between causes, impacts and/or consequences of one point.
0	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.

- 1 **Note:**
- Only reward advantages.
 - If more than two advantages are referred to, reward the best two.
 - L2AN (3 marks) is possible for just one point made.

All annotation (K APP AN L2) should be in the left margin.

Indicative content

AO1 Knowledge and understanding

Definition of relevant terms (max K 1 mark)

- Flexible contracts include making use of temporary, part-time and zero-hour contracts rather than permanent full-time contracts.
 - Temporary contracts offered for fixed period.
 - Part-time contracts; employees contracted to work for less hours than full-time.
 - Zero-hour contracts; no guaranteed minimum number of hours.
 - It can allow employees to work at home/pick the hours they work.

Knowledge of benefits (max K 2 marks)

- Benefits include:
 - Can reduce fixed costs.
 - Adjusting labour costs flexibly.
 - More employees available to cover sickness.
 - SF can check efficiency of employees before offering full-time contracts.
 - Motivating for employees because can pick their own hours/allows employees to work at home.

AO2 Application

Limited application, **APP** applies knowledge to SF once.

Developed application, **APP**+**APP** applies knowledge to SF twice.

Max one **APP** for application for the first advantage and max one **APP** for application for the second advantage.

- Seasonal nature of farming. At harvest time more demand for labour on the farms to harvest crops.
- Competitive markets that SF operates in.
- There is seasonal demand for Sosoy Ice Cream so there is a need to vary production.
- SF employs peripheral employees on temporary or zero-hour contracts linked to seasonal production.

1	AO3 Analysis <i>Limited analysis</i> AN – candidate shows one link in the chain of analysis. <i>Developed analysis</i> L2/AN – candidate shows two or more links in the chain of analysis. - Temporary contracts enable SF to respond flexibly to changing labour needs over time reducing costs for the business AN. - Reducing costs will enable SF to set competitive prices AN which can attract customers and therefore increase market share L2/AN. - SF will be able to call in workers when needed if other employees are sick or on maternity leave thus ensuring that production is not disrupted AN. - Zero-hour contracts enables SF to increase production quickly in response to unexpected changes in demand meeting customer needs more efficiently and boosting sales AN which may result in an increase in profit L2/AN. - Motivating for employees because they can pick their own hours/allow employees to work at home this would lead to lower employee turnover AN which would reduce costs for SF. L2/AN Accept all valid responses.
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3(a)	Refer to Table 1.1. Calculate annual labour productivity for 2023. Labour productivity = $60\,000 / 8 = 7500$ (units) (1) Do not accept \$7500 To award zero marks, there must be One X															
3(b)	Refer to Table 1.1. Calculate the rate of absenteeism for 2023. <table><tr><th>Note</th><th>Answer</th><th>Marks</th></tr><tr><td>Correct answer No working required, % not required</td><td>1.7021% OR 1.7%</td><td>3</td></tr><tr><td>Correct equation AND total number of workdays OR Correct equation and days absence per employee OR OFR based on incorrect number of total days</td><td>$32 / 1880 \times 100$ $4 / 235 \times 100$ $32 / 235 \times 100 = 13.62\% \text{ OR } 13.6\% \text{ OR } 14\% \text{ (Allow } 13.61\%)$</td><td>2</td></tr><tr><td>Total number of workdays OR Days of absence per employee OR Correct equation</td><td>$8 \times 235 = 1880$ $32 / 8 = 4$ Rate of absenteeism = number of days of employee absence / total number of workdays $\times 100$ OR Rate of absenteeism = average number of days per employee absent / work days per employee $\times 100$</td><td>1</td></tr><tr><td>To award zero marks, there must be One</td><td>No creditable content</td><td>0</td></tr></table>	Note	Answer	Marks	Correct answer No working required, % not required	1.7021% OR 1.7%	3	Correct equation AND total number of workdays OR Correct equation and days absence per employee OR OFR based on incorrect number of total days	$32 / 1880 \times 100$ $4 / 235 \times 100$ $32 / 235 \times 100 = 13.62\% \text{ OR } 13.6\% \text{ OR } 14\% \text{ (Allow } 13.61\%)$	2	Total number of workdays OR Days of absence per employee OR Correct equation	$8 \times 235 = 1880$ $32 / 8 = 4$ Rate of absenteeism = number of days of employee absence / total number of workdays $\times 100$ OR Rate of absenteeism = average number of days per employee absent / work days per employee $\times 100$	1	To award zero marks, there must be One	No creditable content	0
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3(c)	Evaluate HCC's approach to human resource management (HRM).			
Level	AO1 Knowledge and understanding 2 marks	AO2 Application 2 marks	AO3 Analysis 2 marks	AO4 Evaluation 6 marks
3				5–6 marks Developed evaluation in context - A developed judgement/conclusion is made in the business context. - Developed evaluative comments which balance some key arguments in the business context.
2	2 marks Developed knowledge of relevant key term(s) and/or factor(s) is used to answer the question.	2 marks Developed application of relevant point(s) to the business context.	2 marks Developed analysis that identifies connections between causes, impacts and/or consequences.	3–4 marks Developed evaluation - A developed judgement/conclusion is made. - Developed evaluative comments which balance some key arguments.
1	1 mark Limited knowledge of relevant key term(s) and/or factor(s) is used to answer the question.	1 mark Limited application of relevant point(s) to the business context.	1 mark Limited analysis that identifies connections between causes, impacts and/or consequences.	1–2 marks Limited evaluation - A judgement/conclusion is made with limited supporting comment/evidence. - An attempt is made to balance the arguments.
0	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.	0 marks No creditable response.

3(c)	All annotation (K APP AN L2 L2^[eval] L3^[eval]) should be in the left margin. AO1 Knowledge and understanding <i>Limited knowledge</i> K will be demonstrated through knowledge of HRM <u>or</u> knowledge of the impact of HCC's approach to HRM. <i>Developed knowledge</i> K + K will be demonstrated through knowledge of HRM <u>and</u> knowledge of the impact of HCC's approach to HRM. - Knowledge of hard and/or soft approaches to HRM Hard – focus on cutting costs Soft – focus on developing workers Benefits of HCC approach: - Increased motivation of workers. - Reduced labour turnover. - More satisfied workers. Disadvantages of approach: - Higher labour costs. - Slows decision making. AO2 Application <i>Limited application</i>, APP applies knowledge to HCC once. <i>Developed application</i>, APP+APP applies knowledge to HCC twice. - HCC takes a soft approach to management of HR Use of quality circles Negotiation of targets Investment in training (5 days per employee per year) and facilities (new canteen and rest room) Good pay Discusses plans with employees Reviews employee satisfaction regularly
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3(c)	Benefits identified from the case: - High levels of worker satisfaction - Attract workers from competitors - Increase in productivity from 7100 to 7500 Cook Bags - Low rate of absenteeism; 1.7% compared to country E average of 5% Disadvantages from the case: - Increased competition faced - Falling profitability AO3 Analysis <i>Limited analysis</i> AN – candidate shows one link in the chain of analysis. <i>Developed analysis</i> L2^[AN] – candidate shows two or more links in the chain of analysis. - HCC's soft approach managing human resources will result in a satisfied workforce will reduce labour turnover AN and therefore costs of recruitment resulting in HCC being more competitive in the market L2^[AN] - Productivity has increased which could result in lower unit costs AN and more competitive pricing L2^[AN] - Low rate of absenteeism due to satisfied workforce will increase efficiency AN - Good pay and better working conditions result in higher costs AN and decrease competitiveness of HCC so could lose sales to CA L2^[AN] - May be difficult for HCC to respond to market changes because of time spent consulting employees AN therefore losing competitive advantage L2^[AN] AO4 Evaluation <i>Limited evaluation</i> EVAL – limited supported judgement and/or a weak attempt at evaluative comment. <i>Developed evaluation</i> L2^[EVAL] – supported judgement and/or reasonable evaluative comment. <i>Developed evaluation in context</i> L3^[EVAL] – supported judgement in context and/or reasonable evaluative comment in context. - A judgement about HCC's approach to HRM. - Evaluation of the relative importance of different advantages/disadvantages of HCC's approach to HRM. - Elements that the evaluation/judgement might depend on – financial cost to HCC of its soft approach to HRM, impact on motivation and productivity of employees, impact on quality of HCC's products and link to customer satisfaction, ethical considerations given that HCC operates as a social enterprise, significance of profit v other objectives. - HCC faces increased competition and therefore needs to control costs to remain competitive as customers have low incomes so price will be a significant factor in customer purchasing decisions.
3(c)	Accept all valid responses. Exemplar evaluation and levels L1 Limited evaluation A satisfied workforce will be more productive and in the long term this will outweigh the additional costs of the soft HR approach. OR HCC's HRM approach has benefits for employee satisfaction, but in a competitive market, the high costs of this strategy may limit its ability to keep prices low for customers. Comment: Judgement made but with limited supporting comment even though there is context. L2 Developed evaluation Overall, a soft HRM strategy is good as the staff will be more loyal to the business which means even though it is more expensive, due to cost and time of involving staff, they can reap the benefits through higher productivity and a lower absenteeism which means it is effective. Comment: EVAL is sufficiently developed, but could apply to any business as there is no context, so limit to L2. L3 Developed evaluation in context. In the short term a soft HRM approach will be more costly to the business, for example spending \$500 000 on new staff facilities may prevent them from investing in new products. In the longer term, maintaining a satisfied workforce should keep absenteeism below the industry average of 5% which allows production to continue, and therefore meeting the targets set for production. Overall, as a social enterprise HCC is not primarily concerned with profit and the treatment of workers may be more important to Abeba than profit. Comment: Balanced EVAL with points firmly in the context of the case material leading to an overall supported judgement. In awarding EVAL marks examiners should take a holistic approach to the answer considering its balance and judgement.