

Unit 2.1 Functions and evolution of human resource management

Task 1: True or false?

		True/False
a.	One benefit of training and development is lower levels of staff retention.	
b.	Induction training is intended for new employees to make acquaintance with the organization and key personnel.	
c.	Cognitive training is about training and developing the mental skills of workers in order to improve their work performance.	
d.	The main method of selection is via interview.	
e.	The document that gives the profile of the ideal candidate for a job is called the job description.	
f.	Grievance can occur when there is conflict in the workplace.	
g.	Employees can be instantly dismissed for breaking company policy, such as turning up to work in the wrong uniform.	
h.	Dismissal is fair if an employee is asked to leave due to incompetence or major misconduct.	
i.	A zero rate of staff turnover is desirable.	

Task 2: Vocabulary quiz

Identify the key terms from the clues given. *Hint:* the answers are in alphabetical order!

Human resource management

Key term	Definition
	The number of people away from work as a percentage of the size of the workforce in a business, per period of time.
	A document outlining an applicant's education, employment history, skills and professional qualifications.
	The management process of anticipating and meeting an organization's current and future staffing needs.
	The study of what is included in a job, such as the tasks, responsibilities and skills involved.
	Measures the rate of change of human resources within an organisation, per period of time.
	A document detailing the required skills, qualifications and experience of the ideal candidate for a job.
	Measures the output of workers; often expressed as the output per worker.

Training, appraisal and dismissal

Key term	Definition
	Process of collecting information and evidence to assess the performance of an employee.
	Type of training that deals with improving performance in the workplace by developing desired social interactions in the workforce.
	The termination of a person's employment contract due to unsatisfactory work performance, a breach of contract or gross misconduct at work.
	Training provided for new employees to introduce them to the premises, to meet new colleagues and to be more familiar with their new job roles.
	A form of training that happens when trainees are actually doing the job.
	A type of written description of an employee's performance at work, summarizing what he/she has done and achieved during the year.
	The process of providing opportunities for workers to acquire employment-related skills and knowledge.

Task 3: Explain ...

- a. the difference between psychometric tests and aptitude tests.

- b. why training and development are important to a business.

- c. why training and development are important for employees.

- d. what is meant by an appraisal interview.

- e. whether an appraisal should be linked to pay.

two advantages of internal recruitment, including the internal promotion of employees.

two advantages to a business in using external recruitment.

two advantages of on the job training.

two disadvantages of on the job training.

two benefits of low staff turnover.

Task 4: High or low?

Explain whether the following measures of personnel effectiveness should, ideally, be high or low.

a. Absenteeism

b. Labour turnover

c. Productivity

d. Wastage

e. Staff retention

Task 5: Multiple choice – Workforce planning

1. Which of the following is not a task of human resource planning?
 - A. Recruitment
 - B. Retention
 - C. Discipline and dismissal
 - D. Payment of wages and salaries

2. A post holder's existing job description and person specification are not used for
 - A. Identifying training needs
 - B. Job evaluation
 - C. Appraisals
 - D. Promoting employees

3. Interviews conducted by a group of interviewers all at the same time are known as
 - A. Telephone interviews
 - B. Sequence interviews
 - C. Panel interviews
 - D. Face to face interviews

4. The ability of a business to keep its employees working for the firm, rather than to seek employment elsewhere, is known as
- A. Retention
 - B. Selection
 - C. Internal recruitment
 - D. Motivation
5. Advantages of working from home is least likely to include
- A. Time and money saved by not having to travel to and from the workplace
 - B. Trying to balance personal life and work life
 - C. Autonomy in decision-making
 - D. Tax allowances for using personal property for business use
6. A teleworker can benefit most from
- A. Interactions with family members at home
 - B. The absence of certain company policies such as dress code
 - C. Working in isolation every day
 - D. Costs of electricity being shared by the employer
7. Which of the following is not an effect of an ageing working population?
- A. A decline in the dependent population
 - B. Reduced labour mobility
 - C. Lower levels of labour productivity
 - D. Changing patterns of employment and consumption
8. The supply of labour for a business is least likely to be affected by
- A. Training and development programmes offered by the business
 - B. The dynamics of the internal workforce
 - C. An ageing population
 - D. An increase in the examination standards (entry requirements) set by the industry
9. If the workforce of Tsang and Pitarch Ltd is 85 people and twelve of them resign this year, then the labour turnover rate at the company is
- A. 7%
 - B. 14%
 - C. 12 people
 - D. 73 people

10. Which of the following is likely to be a cause of high labour turnover for a business?
- A. High staff morale
 - B. Investment in training and development
 - C. Attractive salaries and fringe benefits
 - D. High occupational mobility of the workforce
11. Which of the following is not a trend in the labour market?
- A. More people are taking up part-time jobs
 - B. More women are joining the workforce
 - C. More people are self-employed
 - D. More people are working at the office rather than from home
12. The practice that involves relocating business activities and processes abroad is known as
- A. Outsourcing
 - B. Offshoring
 - C. Re-sourcing
 - D. Insourcing
13. Human Resources Management does not tend to deal with
- A. Product design and development
 - B. Budgeting
 - C. Recruitment and selection
 - D. Performance appraisals
14. Which option below will not necessarily reduce the supply of labour within an organization?
- A. Redeployment
 - B. Retirement
 - C. Competition (rival employers)
 - D. Government legislation
15. The transfer of a firm's operations in foreign countries back to its country of origin is called
- A. Outsourcing
 - B. Offshoring
 - C. Re-shoring
 - D. Offshore outsourcing

16. The inability of a worker to switch from one job to another due to a lack of expertise or qualifications is known as
- Labour immobility
 - Occupational immobility
 - Geographical immobility
 - Structural unemployment
17. Which of the following does not represent flexible working practices?
- Homeworking
 - Teleworking
 - Team working
 - Part-time employment
18. Which statement applies to flexitime workers?
- They must work a minimum number of hours as required by their employer
 - They are in part-time employment
 - They choose to work whenever it suits them, rather than the employer choosing
 - They are employed in a number of different jobs, carried out simultaneously
19. A business that has a relatively high staff turnover rate faces a problem of _____.
- Recruitment
 - Selection
 - Retention
 - Motivation
20. A _____ specialises in a particular field or industry, has a large database of potential applicants, and takes responsibility for the advertising and interviewing of posts. In return they charge a fee for their services.
- Careers centre
 - Job centre
 - Recruitment agency
 - Headhunter

Task 6: Multiple choice – Recruitment and selection

1. A person specification
- Lists the responsibilities of the post holder
 - Looks at the essential skills and knowledge required to carry out a specific job role
 - Specifies the requirements of what the ideal person needs to do in the job
 - Identifies the personal achievements and employment history of a candidate

- Section 2 Human Resource Management
2. A person specification is unlikely to include the _____ required from the ideal candidate.
 - A. Skills
 - B. Experience
 - C. Aptitude
 - D. Responsibilities

 3. Which of the following is least likely to appear in a person specification for someone working in new product design?
 - A. Innovative
 - B. Creative
 - C. Team player
 - D. Skilled in customer relations

 4. A job description for a teacher is unlikely to include
 - A. The additional duties of the teacher
 - B. The job title
 - C. The required level of teaching experience
 - D. Description of the role in relation to other staff in the organization

 5. Which of the following would not appear in a job description?
 - A. Job title
 - B. Main tasks and accountabilities
 - C. Skills and qualifications
 - D. Responsibilities

 6. A job vacancy may arise due to
 - A. Zero staff turnover
 - B. The internal promotion of a worker
 - C. A decrease in sales revenue
 - D. Technological advances and automation

 7. A workforce plan will determine what _____ exist in an organization and include a relevant job _____ and person _____ for each vacant position.
 - A. Vacancies, description, specification
 - B. Vacancies, specification, description
 - C. Jobs, outline, statement
 - D. Jobs, description, statement

Which of the following does not explain why businesses need to recruit workers?

- A. Existing employees leave the firm due to retirement
- B. The business is expanding due to increasing demand for its products
- C. To avoid diseconomies of scale
- D. To cover maternity and paternity leave

In an interview, a question such as, "What would you do if you saw a fellow worker stealing?" is an example of what type of question?

- A. Cognitive-based questions
- B. Situational-based questions
- C. Behavioural-based questions
- D. Aptitude-based questions

0. Interviews do not directly allow an employer to find out about an applicant's

- A. Ability to converse and articulate an argument
- B. Work history
- C. Ability to perform certain tasks in the job
- D. Level of enthusiasm to do the job

1. Which of the following is not a disadvantage of interviews as a form of recruitment?

- A. They do not reveal truly whether an applicant can do the job
- B. Detailed questions are asked
- C. Information given might be skewed (biased or dishonest)
- D. They are time consuming

2. Which option is not a reason for rejecting candidates based on their application form for a job?

- A. A mismatch of skills and qualifications
- B. Insufficient work experience
- C. Low score in aptitude assessment
- D. Employer has set a limit on the number of candidates to shortlist

3. Which of the following is not a feature of flexible working patterns?

- A. Recruitment of part-time and peripheral staff
- B. Use of more mobile workers
- C. Taller hierarchical structures
- D. A greater number of people working from home

14. Which of the following is least likely to be a disadvantage for a business that experiences high labour turnover?
- A. The cost of recruitment and selection
 - B. Lost production during recruitment, induction and training
 - C. Lack of continuity or expertise
 - D. The wages needed to pay newly recruited staff
15. The document that acts as a final safety check to confirm the information given by an applicant is correct and truthful is known as the
- A. Curriculum vitae
 - B. Job application
 - C. Personal statement
 - D. Reference
16. Objectives of recruitment advertising do not include
- A. Informing potential candidates about job opportunities
 - B. Providing information about the organization to potential applicants
 - C. Dissuading unsuitable applicants
 - D. Attracting as many applicants as possible to apply for the job
17. Which statement below best applies to most, if not all, recruitment advertisements?
- A. They can be published internally and externally
 - B. They publish the salary and benefits in order to attract applicants
 - C. They state the requirement of a curriculum vitae from applicants
 - D. They show the company website for those interested in finding out more information
18. The document that outlines the work history and achievements of a job applicant is known as the
- A. Application form
 - B. Curriculum vitae
 - C. Job description
 - D. Person specification
19. Using an existing worker to fill a vacancy of a senior position solves the problem of having to
- A. Find a suitable employee to fill the vacancy
 - B. Train the new worker in the job
 - C. Assess the suitability of a candidate to fit into the culture of the organization
 - D. Advertise the job to suitable candidates

20. A drawback of using internal recruitment is
- A. The relative amount of time needed for recruitment
 - B. The relative cost of recruitment
 - C. A potential lack of new ideas and creativity in the business
 - D. Reduces 'dead wood' (outdated practices) in the organization
21. The advertising of an internal position is most likely to be in the form of
- A. A meeting
 - B. A newspaper announcement
 - C. A staff bulletin notice
 - D. An internet advertisement
22. In order to test or assess the ability of a candidate to do their job, recruiters are most likely to use
- A. Assessment testing
 - B. Panel interviews
 - C. Psychometric testing
 - D. Aptitude testing
23. _____ tests can be used to assess the _____ of candidates, such as their level of motivation or their ability to handle stressful situations.
- A. Aptitude, Attitude
 - B. Aptitude, Ability
 - C. Attitude, Ability
 - D. Psychometric, Attitude
24. Top Tutors Ltd. specialises in finding part-time and temporary work for teachers by matching the requirements of students who seek private tuition lessons. Top Tutors Ltd. is an example of a
- A. Consultancy firm
 - B. Recruitment agency
 - C. Head hunter
 - D. Job centre
25. A benefit of high staff retention is that
- A. Staffing costs are lowered
 - B. Recruitment and induction costs are reduced
 - C. There is minimal continuity and stability
 - D. New people and ideas come into the business

Task 7: Multiple choice – Training, appraisal, dismissal and redundancy

1. Which option below would not be a feature of an induction programme?
 - A. Learning about the responsibilities in the job
 - B. Meeting subordinates, the line manager and new colleagues
 - C. Having a tour of the premises
 - D. Conducting an appraisal meeting

2. Induction training is unlikely to cover
 - A. The basics of the job for the new recruit
 - B. The history of the organization
 - C. Facts and figures of the organization, such as the number of employees
 - D. Upgrading of ICT skills needed for the job

3. The length and type of induction training for a worker depends on
 - i. the size of the organization
 - ii. the rank or position of the employee
 - iii. the complexity of the job
 - A. i and ii only
 - B. ii and iii only
 - C. i and iii
 - D. All of them

4. Which of the following is least likely to be classed as a method of on the job training?
 - A. Attending specialist conferences
 - B. Mentoring between an experienced employee and the trainee
 - C. Job rotation within the workplace
 - D. Demonstrations to show trainees how to do a particular job

5. Which of the following is not a method of off the job training?
 - A. Attending evening classes
 - B. Attending training at a conference centre
 - C. Work shadowing
 - D. Self-study or distance learning

6. Off-the-job training refers to training that is
 - A. Conducted at the place of work whilst the employee is not working
 - B. Conducted by specialist trainers not necessarily available at the workplace
 - C. Carried out for newly appointed staff
 - D. Funded by the government or training colleges

7. Which of the following is not an aim of training and development?
 - A. Improve customer service and customer relations
 - B. Match the skills of people to the needs of the organization
 - C. Improve the quality of people's work
 - D. Gain a higher budget allocation for the HRM department

8. Appraisals that involve gathering information concerning the appraisee from different groups of people who work with the employee are known as
 - A. 360-degree feedback
 - B. Formative appraisals
 - C. Summative appraisals
 - D. Self-appraisals

9. One problem with appraisal methods that use rating scales is that
 - A. They are relatively expensive to conduct compared to other appraisal methods
 - B. They lack structure in design
 - C. Some traits that are scaled may not be directly relevant to job performance
 - D. They are not standardised which makes comparisons very difficult

10. Which of the following training courses would be classed as personal, rather than professional, development for a teacher of IB Business Management?
 - A. First-aid training course
 - B. Raising standards in the Internal Assessment
 - C. Teaching and learning strategies
 - D. Embedding Theory of Knowledge in Business Management lessons

11. Which term is used to describe the act of transferring a business function or activity to an organization that operates overseas?
 - A. Outsourcing
 - B. Offshoring
 - C. Globalization
 - D. Decentralization

12. Which option below cannot be used to fairly dismiss a worker?
- A. Discriminatory behaviour (of the employee)
 - B. Theft
 - C. Sleeping on the job
 - D. Grievance
13. Gross misconduct in the workplace does not include
- A. Embezzlement
 - B. Incompetence
 - C. Drunk and disorderly behaviour
 - D. Violent conduct
14. Changing an employee's terms and conditions of employment such as their working hours or their location of work so that s/he leaves the organization is considered as
- A. Discrimination
 - B. Retrenchment
 - C. Constructive dismissal
 - D. Ad hoc dismissal
15. The difference between retrenchment and dismissal is that
- A. Retrenchment is voluntary
 - B. Dismissal is voluntary
 - C. Retrenchment occurs due to no fault of the employee
 - D. Dismissal comes with compensation packages
16. Which of the following is not classed as dismissal?
- A. Redundancy
 - B. Gross misconduct
 - C. Suspension
 - D. Incompetence
17. What occurs when an employer can no longer afford to hire a worker or when a job ceases to exist following the completion of a project?
- A. Discrimination
 - B. Misconduct
 - C. Retrenchment
 - D. Redeployment

18. What is the term used to describe the transfer of a staff member from a department or branch that no longer requires their services to other areas of the business where a vacancy exists?
- A. Voluntary redundancy
 - B. Involuntary redundancy
 - C. Redeployment
 - D. Retrenchment
19. What is the name given to the type of training that involves a more experienced member of staff helping someone else to progress in his/her career by gaining and developing specific skills?
- A. Mentoring
 - B. Induction
 - C. Outsourcing
 - D. Behavioural
20. The use of external providers for certain non-core business activities is known as
- A. Outsourcing
 - B. Offshoring
 - C. Portfolio working
 - D. Migration