Unit 2.1
Human Resource Planning

Task 1 – True or false?

	True / False
a.	**F**
b.	**T**
c.	**T**
d.	**T**
e.	**F**
f.	**T**
g.	**F**
h.	**T**
i.	**F**

Task 2 – Vocab Quiz

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

a) Human Resource Management

Key Term
Absenteeism
Curriculum vitae
Human resource planning
Job analysis
Labour turnover
Person specification
Productivity

b) Training, Appraisal and Dismissal

Key Term
Appraisal
Behavioural training
Dismissal
Induction training
On the job training
Summative appraisal
Training

Task 3 – Explain…

a. Psychometric tests focus on the behavioural aspects of a person (applicant) whereas aptitude tests focus on the ability/skills of the person.

b. T&D help to boost morale as employees feel values, and hence motivated; T&D improves productivity and staff retention; T&D reduces wastage and inefficiencies in the workplace.

c. Training allows employees to learn new skills and to be in a better position to adapt to the changing nature of businesses; Development allows an employee to personally progress/advance in her/his career.

d. A meeting between an employee and his/her line manager to assess performance in line with the employee's job description and performance targets.

e. This will depend on a range of factors such as: the nature of the job (e.g. teaching or telesales), the culture of the organization, management styles and so forth.

f. Can boost staff morale (workers have opportunities to progress within the organization and to develop their careers); Lower down-time (adjustment time) due to shorter induction and training period; Less risk in selecting the wrong candidate as the employer knows the employee (personality, abilities and skills); Relatively cheaper method of recruitment.

g. Introduces 'new blood' (new ideas / creativity) to the organization; Internal staff may not be available/suitable; Larger pool of applicants (hence improving chances of hiring the ideal candidate with the right experience and a better skills set).

h. Can be cheap as the firm uses in-house specialists to give the training; Relevant as the training is targeted at issues directly relevant to the firm's needs; There are less disruptions to daily operations as the trainee is still 'at work' rather than being overseas attending a training course, for example; Can help to establish relationships at work as team working is involved.

i. Trainees may pick up bad working habits of the trainer; Internal trainers may lack training experience and skills; Trainers may not be able to conduct their own work whilst giving the training.

j. Maintaining continuity and stability in the workplace; Management time and resources saved by not having to recruit, select and induct new (replacement) staff; Trade secrets not being leaked to rival firms who headhunt the firm's workers.

Task 4 – High or Low?

a. Low – because high absenteeism is a sign of low morale; low absenteeism also improves productivity and reduces costs.

b. Low – because high labour turnover leads to higher costs of recruitment (and retention); There is also greater down-time when inducting new staff; There are concerns/issues about continuity/stability/productivity if a high degree of staff leave the workforce.

c. High – because this represents improved efficiency, lower average costs of production and hence greater competitiveness.

d. **Low – because wastage is inefficient and leads to re-working, which raises costs; High wastage levels may also be associated with poor quality which can be damaging for a firm's corporate image.**

e. **High – because this represents high staff morale, motivation and employee loyalty; Recruitment costs are reduced; It also suggests that there is a strong corporate culture; It can improve the organization's corporate image for being a 'good' employer.**

Task 5 – Workforce Planning Multiple Choice

1. D. **Payment of wages and salaries**
2. D. **Promoting employees**
3. C. **Panel interviews**
4. A. **Retention**
5. **B.** **Trying to balance personal life and work life**
6. **B.** **The absence of certain company policies such as dress code**
7. **A.** **A decline in the dependent population**
8. C. **An ageing population**
9. B. **14%**
10. D. **High occupational mobility of the workforce**
11. D. **More people are working at the office rather than from home**
12. B. **Offshoring**
13. A. **Product design and development**
14. D. **Government legislation**
15. C. **Re-shoring**
16. B. **Occupational immobility**
17. C. **Team working**
18. A. **They must work a minimum number of hours as required by their employer**
19. C. **Retention**
20. C. **Recruitment agency**

Task 6 – Recruitment & Selection Multiple Choice

1. B. **Looks at the essential skills and knowledge required to carry out a specific job role**
2. D. **Responsibilities**
3. D. **Skilled in customer relations**
4. C. **The required level of teaching experience**
5. **C.** **Skills and qualifications**
6. B. **The internal promotion of a worker**
7. A. **Vacancies, description, specification**
8. **C.** **To avoid diseconomies of scale**
9. B. **Situational based questions**
10. C. **Ability to perform certain tasks in the job**
11. B. **Detailed questions are asked**
12. C. **Low score in aptitude assessment**
13. C. **Taller hierarchical structures**
14. **D.** **The wages needed to pay newly recruited staff**
15. D. **Reference**
16. D. **Attracting as many applicants as possible to apply for the job**
17. A. **They can be published internally and externally**
18. B. **Curriculum Vitae**
19. C. **Assess the suitability of a candidate to fit into the culture of the organization**

20.   C.   **A potential lack of new ideas and creativity in the business**
21.C.   **A staff bulletin notice**
22.   D.   **Aptitude testing**
23.   D.   **Psychometric, attitude**
24.   B.   **Recruitment agency**
25.   B.   **Recruitment and induction costs are reduced**

Task 7 – Training, Appraisal, Dismissal and Redundancy Multiple Choice

1.   **D.**   **Conducting an appraisal meeting**
2.   D.   **Upgrading of ICT skills needed for the job**
3.   **D.**   **All of them**
4.   **A.**   **Attending specialist conferences**
5.   **C.**   **Work shadowing**
6.   B.   **Conducted by specialist trainers not necessarily available at the workplace**
7.   D.   **Gain a higher budget allocation for the HRM Department**
8.   A.   **360-degree feedback**
9.   C.   **Some traits that are scaled may not be directly relevant to job performance**
10.   A.   **First-aid training course**
11.   B.   **Offshoring**
12.   D.   **Grievance**
13.   B.   **Incompetence**
14.   C.   **Constructive dismissal**
15.   C.   **Retrenchment occurs due to no fault of the employee**
16.   A.   **Redundancy**
17.   C.   **Retrenchment**
18.   C.   **Redeployment**
19.   A.   **Mentoring**
20.   A.   **Outsourcing**

Unit 2.2
Organizational Structure

Task 1 – Complete the missing words…

The **span** of control refers to the **number** of staff that a line manager is responsible for. For example, the Head of a large department will have a **wide** span of control. A manager with a narrow span of control means that he or she is responsible for relatively fewer people. There has been much debate about the **optimal** (or best) size for a manager's direct span of control. There is no consensus on this as there are advantages and disadvantages to both wide and narrow spans of control.

A **flat** hierarchical structure tends to give more responsibility to workers and can therefore lead to a higher level of motivation. **Delegation** occurs when a line manager passes on authority to others to perform a role or task. The line manager retains overall responsibility but the work is carried out by empowered subordinates. By contrast, a **tall** organizational structure offers greater opportunities for promotion, closer management and supervision, **longer** chains of command and a **narrower** span of control.

Charles Handy's **shamrock** organization theory suggests that organizations face continual change and hence need to be able to adapt accordingly. The changing organization comprises of three 'leafs' of workers: **core** workers, peripheral workers and outsourced workers.