

Chapter 10: Exam practice question

Staff vacancies at Select College

1 Explain the following terms from the text:

a human resource management (2)

This is the strategic approach to the effective management of an organisation's workers so that they help the business gain a competitive advantage.

b recruitment (2)

This is the process of identifying the need for a new employee, defining the job to be filled and the type of person needed to fill it, attracting suitable candidates for the job and selecting the best one.

c part-time and temporary contract. (2)

A contract is a legal document that sets out the terms and conditions governing an employee's job. For a temporary contract this is valid for a fixed time period, e.g. six months. For a part-time job this is for less than the normal full working week, e.g. 20 hours out of a possible 40 hours.

Use **Resources table 3a** mark bands.

2 Explain the benefits to the college of workforce planning. (5)

Define workforce planning: this is the establishment of the number and skills of the workforce required by the business to meet future objectives.

Benefits of workforce planning:

- management think and plan ahead so that there is time to make major readjustments to strategy if HR functions cannot support it
- efforts to find someone for difficult-to-fill positions can be started well in advance
- necessary training can be identified and found
- where a reduced workforce is needed the business can take advantage of natural wastage rather than making redundancies, which can be costly, demotivating, bad for reputation
- any other relevant point

SL: apply **Resources table 1** mark band descriptors.

HL: apply **Resources table 2** mark band descriptors.

- 3** Analyse the arguments against offering full-time and permanent employment contracts to the new office staff and lecturers. **(6)**

Definitions: see question 1.

Arguments against full-time and permanent contracts:

- can be costly to make a permanent, full-time employee redundant if the business does not need them any more
- allows greater flexibility for changing market conditions
- allows hiring of specialist staff only when needed
- expensive training may not be needed – different people, with the correct training and experience, can be hired
- poor performers can be ‘let go’
- any other relevant point

SL: apply **Resources table 1** mark band descriptors.

HL: apply **Resources table 2** mark band descriptors.

A conclusion is **not** required for this question.

- 4** Evaluate the best ways for Select College to recruit and select new lecturers. **(8)**

Definitions: see question 1.

Best ways to recruit and select:

- specialist recruitment agency does everything
- a recruitment agency identifies candidates, then the college interviews them and makes the final decision
- the college does it all themselves

SL: apply **Resources table 1** mark band descriptors.

HL: apply **Resources table 2** mark band descriptors.

Each alternative should have at least one valid argument for and one valid argument against identified, explained and linked to the case study.

A conclusion is needed and should be justified.