

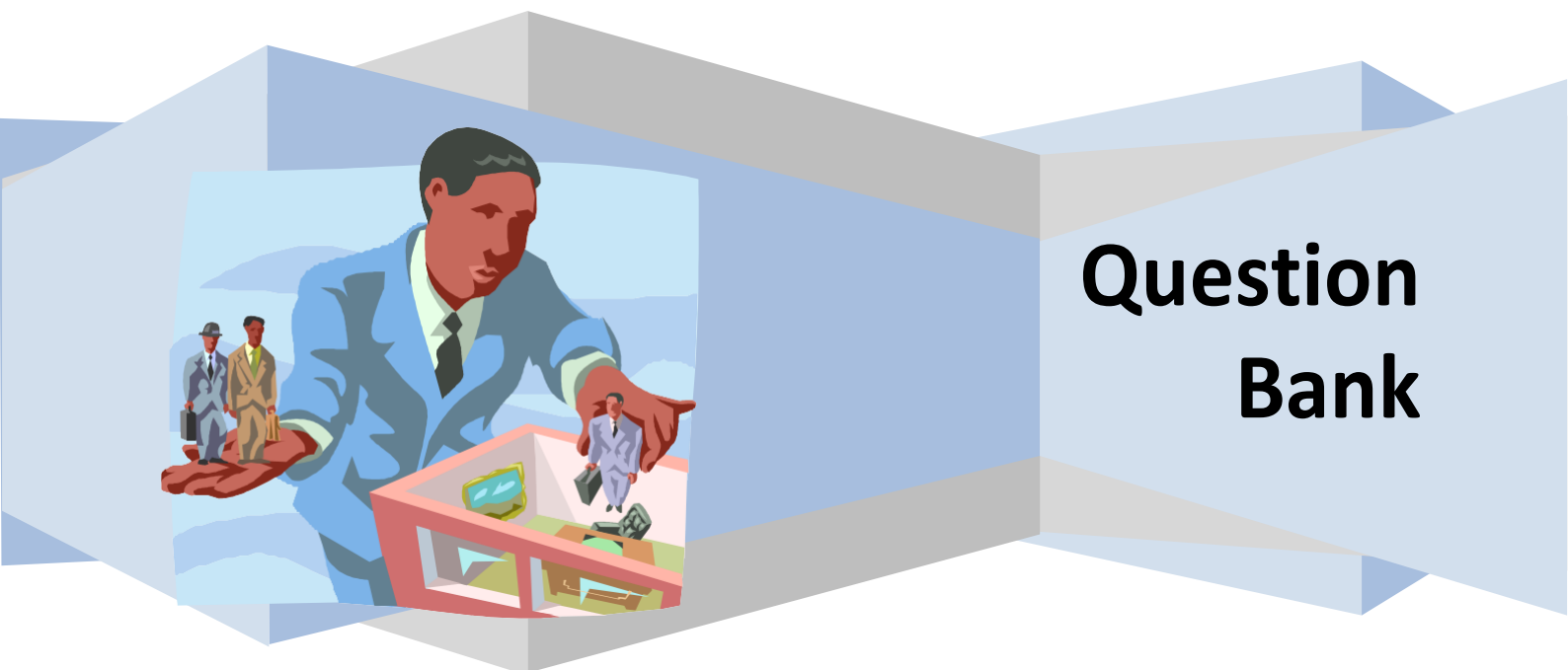
Business Management

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Management of People and Finance

3.1 – Human Resource Management



THE ROLE OF HUMAN RESOURCE MANAGEMENT (HRM)

1	Describe what the ROLE of HRM staff is in a business.	2
2	Describe what WORKFORCE PLANNING is.	1
3	Outline the main activities involved in WORKFORCE PLANNING.	4
4	Describe the activities which are involved in CLOSING THE GAP in WORKFORCE PLANNING.	4
5	Describe the benefits from effective WORKFORCE PLANNING.	3
6	Explain why a business can FAIL due to POOR WORKFORCE PLANNING.	3
7	Explain why there are more FEMALES in the workplace.	3
8	Explain the difference between CORE and CASUAL staff.	1
9	Describe what a TEMPORARY member of staff is.	1
10	Suggest why the number of CORE staff has fallen in many businesses.	1
11	Suggest why the number of CASUAL staff has fallen in many businesses.	1
12	Explain why there has been a shift between SECONDARY and TERTIARY working.	2
13	Explain what technological redundancy is.	1

STAFF RECRUITMENT

14	Describe what RECRUITMENT is all about.	1
15	Describe what JOB ANALYSIS is, and identify 3 things it will highlight.	4
16	Suggest how a Job Analysis can be carried out.	2
17	Describe what JOB DESCRIPTION is, and identify 3 things that it contains.	4
18	Explain what a JOB DESCRIPTION is used for.	2
19	Describe what PERSON SPECIFICATION is, and identify 3 things that it contains.	4
20	Explain what a PERSON SPECIFICATION is used for.	2
21	Explain how the JOB DESCRIPTION and PERSON SPECIFICATION are different.	1
22	Explain what the difference between ESSENTIAL and DESIRABLE characteristics is in a Person Specification.	1
23	Describe what the purpose of a JOB ADVERTISEMENT is.	1

24	Suggest at least 3 things that should appear in a JOB ADVERTISEMENT.	3
25	Describe what INTERNAL RECRUITMENT involves and suggest 2 methods of advertising internally.	3
26	Explain the ADVANTAGES and DISADVANTAGES of INTERNAL RECRUITMENT.	6
27	Describe what EXTERNAL RECRUITMENT involves.	1
28	Compare the ADVANTAGES and DRAWBACKS of LOCAL and NATIONAL PRESS job advertisements.	2
29	Describe how JOB CENTRE PLUS can help with staff recruitment.	1
30	Describe what a RECRUITMENT AGENCY is and suggest reasons why a business may use one.	2
31	Describe what an ONLINE ADVERTISEMENT is and suggest reasons why a business may use one.	3
32	Explain the ADVANTAGES and DISADVANTAGES of EXTERNAL RECRUITMENT.	6
33	Identify and justify a suitable method of advertisement for the following posts.	
	a Sales Department Manager	
	b Managing Director	
	c Office Junior	6
34	Compare the features of a CV and APPLICATION FORM.	4
35	Explain why many businesses prefer to use APPLICATION FORMS nowadays.	3

STAFF SELECTION

36	Describe what SELECTION is all about.	1
37	Explain how can use the PERSON SPECIFICATION to decide which candidates should get an interview.	1
38	Describe what the purpose of an INTERVIEW is.	1
39	Explain what the difference is between a ONE TO ONE and a PANEL interview.	1
40	Outline possible DRAWBACKS of using interviews as for selection.	3
41	Suggest advice that would help an interviewer maximise the effectiveness of an interview.	5
42	Describe different TESTS which could be used during selection, and justify their use.	8
43	Describe what a REFERENCE is.	1
44	Outline what will happen when selection is complete.	2
45	Explain why recruitment and selection procedures should be regularly reviewed.	2

STAFF TRAINING

46	Describe what INDUCTION TRAINING is and suggest a way in which it can be carried out.	2
47	Describe what IN SERVICE TRAINING is.	1
48	Suggest at least 2 reasons why a business would carry out In Service Training.	2
49	Describe what ON THE JOB Training is, and identify an example of it.	2
50	Discuss the ADVANTAGES and DISADVANTAGES of ON THE JOB TRAINING.	4
51	Describe what OFF THE JOB Training is, and identify an example of it.	2
52	Discuss the ADVANTAGES and DISADVANTAGES of OFF THE JOB TRAINING.	4
53	Describe what a VIRTUAL LEARNING ENVIRONMENT is.	1
54	Discuss the ADVANTAGES and DISADVANTAGES of using a VLE.	4
55	Outline at least 2 factors that will affect the training method used.	2
56	Suggest, with reasons, which training should be used for the following situations.	
	a Worker learning how to use a basic machine that other staff can already use.	
	b Twenty staff need to learn how to use a new programme on their computers.	
	c Finance assistant wanting to get an Accounting Degree.	3
57	Describe what a STAFF DEVELOPMENT PROGRAMME is and outline what it involves.	4
58	Outline the BENEFITS of using a STAFF DEVELOPMENT PROGRAMME.	2
59	Describe what WORK BASED QUALIFICATIONS are.	1
60	Explain why undertaking training is BENEFICIAL to business success.	3

MOTIVATIONAL THEORIES

61	Describe what STAFF MOTIVATION is.	1
62	Outline the main findings of MASLOW'S HIERARCHY OF NEEDS THEORY.	6
63	Outline the main findings of McGREGOR'S THEORY X and THEORY Y.	3
64	Outline the main findings of HERZBERG'S TWO FACTOR THEORY.	3
65	Describe the difference between a HYGIENE FACTOR and a MOTIVATOR.	2

FINANCIAL INCENTIVES

66	Describe what a SALARY is.	1
67	Discuss the ADVANTAGES and DISADVANTAGES to paying staff a SALARY.	2
68	Explain what a VARIABLE PAYMENT SYSTEM is and describe 3 examples of one.	4
69	Discuss the ADVANTAGES and DISADVANTAGES to paying staff using a VARIABLE PAYMENT system.	4

NON FINANCIAL INCENTIVES - WORKING CONDITIONS

70	Describe what JOB SHARING is.	1
71	Discuss the ADVANTAGES and DISADVANTAGES of using JOB SHARING to motivate staff.	2
72	Describe how FLEXTIME operates and explain what CORE TIME is.	2
73	Discuss the ADVANTAGES and DISADVANTAGES of using FLEXTIME to motivate staff.	2
74	Describe what TELEWORKING is and identify 3 pieces of IT equipment which it may use.	4
75	Discuss the ADVANTAGES and DISADVANTAGES of using TELEWORKING to motivate staff.	2
76	Describe what CONDENSED HOURS are.	1
77	Discuss the ADVANTAGES and DISADVANTAGES of CONDENSED HOURS in motivating staff.	2
78	Compare JOB ENRICHMENT with JOB ENLARGEMENT.	2
79	Describe what JOB ROTATION is.	1
80	Describe what QUALITY CIRCLES are.	1
81	Discuss the ADVANTAGES and DISADVANTAGES of CONDENSED HOURS in motivating staff.	2
82	Describe 2 HRM POLICIES which can impact on the motivation of staff	2

NON FINANCIAL INCENTIVES – LEADERSHIP STYLE

83	Describe what JOB SHARING is.	1
84	Discuss the ADVANTAGES and DISADVANTAGES of using JOB SHARING to motivate staff.	2
85	Describe how FLEXITIME operates and explain what CORE TIME is.	2
86	Describe what LEADERSHIP STYLE is.	1
87	Describe the main features of AUTOCRATIC LEADERSHIP.	5
88	Describe at least 2 ADVANTAGES of AUTOCRATIC LEADERSHIP.	2
89	Describe at least 2 DISADVANTAGES of AUTOCRATIC LEADERSHIP.	2
90	Describe the main features of DEMOCRATIC LEADERSHIP.	3
91	Describe at least 2 ADVANTAGES of DEMOCRATIC LEADERSHIP.	2
92	Describe at least 2 DISADVANTAGES of DEMOCRATIC LEADERSHIP.	2
93	Describe the main features of LAISSEZ FAIRE LEADERSHIP.	2
94	Describe at least 2 ADVANTAGES of LAISSEZ FAIRE LEADERSHIP.	2
95	Describe at least 2 DISADVANTAGES of LAISSEZ FAIRE LEADERSHIP.	2

EMPLOYEE RELATIONS

- 96 Describe what EMPLOYEE RELATIONS is concerned with. 1
- 97 Describe the main issues which will influence employee relations. 5
- 98 Explain what each of the following organisations is. 4
- a EMPLOYER'S ASSOCIATION
 - b CBI
 - c TRADE UNION
 - d TUC
- 99 Suggest reasons for why there is less union power today than in the past. 4
- 100 Describe the main activities that Employers' Associations and Trade Unions do for their members. 5
- 101 Describe what ACAS is and what it does. 3
- 102 Explain what each of the following activities which can help create positive employee relations is. 6
- a EMPOWERMENT
 - b CONSULTATION
 - c WORKS COUNCIL
 - d QUALITY CIRCLE
 - e NEGOTIATION
 - f SINGLE UNION AGREEMENTS
 - g ARBITRATION
- 103 Describe what an APPRAISAL is and outline what it aims to do. 3
- 104 Describe at least 3 BENEFITS that can arise from a successful APPRAISAL. 3
- 105 Describe at least 2 PROBLEMS that can arise from poor APPRAISALS. 2
- 106 Describe what COLLECTIVE BARGAINING is and outline the main stages of this process. 6

THE IMPORTANCE OF EMPLOYEE RELATIONS. STAFF MOTIVATION AND LEADERSHIP

- 107 Explain how effective employee relations, motivation and leadership of staff can BENEFIT a business. 4
- 108 Describe what INDUSTRIAL ACTION is and explain why it might occur. 2
- 109 Describe what each of following types of INDUSTRIAL ACTION is. 1
- a STRIKE
 - b PICKETING
 - c GO SLOW
 - d WORK TO RULE
 - e OVERTIME BAN 5
- 110 Explain how INDUSTRIAL ACTION is DAMAGING to BOTH a business and it's' staff. 4
- 111 Describe at least 2 FACTORS which influence the amount of damage that industrial action can cause. 2

LEGISLATION IMPLEMENTATION AND COMPLIANCE

112	Describe what HEALTH AND SAFETY legislation aims to do.	1
113	Describe what the impact of the HEALTH AND SAFETY AT WORK act is.	1
114	Describe what the impact of the DISPLAY SCREEN regulations is.	1
115	Identify which HEALTH AND SAFETY law covers the following situations. a Making sure using that equipment in the factory is safe. b Making sure that the computers in the office are safe. c Making sure that staff take steps to keep themselves safe.	3
116	Describe what CONDITIONS OF SERVICE legislation aims to do.	1
117	Describe what the impact of the EMPLOYMENT RIGHTS act is.	1
118	Describe what the impact of the MINIMUM WAGE act is.	1
119	Describe what the impact of the EQUALITY act is.	1
120	Identify which CONDITIONS OF SERVICE law covers the following situations. a Making sure that men and women doing the same job are paid the same. b Making sure that all staff receive a basic minimum rate of pay. c Making sure that disabled and non disabled staff are offered the same training opportunities. d Making sure that staff have a contract to refer to. e Making sure that religion does not prevent someone getting a job. f Making sure that customers are not discriminated against in the service they receive.	6
121	Identify at 3 pieces of information that HRM will record about staff.	3
122	Explain how HRM use employee information.	3
123	Describe what DATA MANAGEMENT legislation aims to do.	1
124	Describe what the impact of the DATA PROTECTION act is.	1
125	Outline the main provisions of the DATA PROTECTION acts.	5
126	Describe what the impact of the FREEDOM OF INFORMATION act is.	1
127	Describe which types of business the FREEDOM OF INFORMATION act applies to.	1
128	Explain why a FREEDOM OF INFORMATION REQUEST may be refused.	2

FACTORS AFFECTING HRM

- 129 Identify an INTERNAL FACTOR that can assist in the success of HRM activities. 1
- 130 Explain how the INTERNAL FACTOR identified in Q108 helps HRM activities. 1
- 131 Identify an INTERNAL FACTOR that can cause problems for HRM activities. 1
- 132 Explain how the INTERNAL FACTOR identified in Q109 hinders HRM activities. 1
- 133 Explain how an example of how each of the following EXTERNAL FACTORS affects HRM activities (positively or negatively). 5
- a POLITICAL FACTORS
 - b ECONOMIC FACTORS
 - c SOCIAL FACTORS
 - d ENVIRONMENTAL FACTORS
 - e COMPETITIVE FACTORS
- 134 Explain how TECHNOLOGICAL FACTORS have affected the management of HRM in modern businesses. 3

HRM – SUMMARY TASK

- 1 Use the BUSINESS@WORK resource to undertake recruitment and selection activities for new administrative and production staff.
- 2 Outline training that you think might be necessary for the staff you have recruited. Give reasons for you.
- 3 Suggest ways of motivating and retaining your new staff. Justify your suggestions
- 4 Suggest a suitable leadership style for managing your staff. Justify your suggestions.
- 5 Suggest ways of developing positive employee relations with your new staff. Justify your suggestions.
- 6 Outline the legislation that you would have to comply with in the recruitment and management of your new staff.

