Management of People

Higher Business Management





Class Questions and Activities

**Workforce Planning**

1. Define the term workforce planning. 2
2. Describe 4 areas involved in workforce planning. 4
3. Explain 2 benefits of workforce planning. 2
4. A human resources manager needs to forecast the staffing changes of an organisation. Outline possible future staffing changes in any organisation. 4
5. “The world of work is changing”. Identify the justifications for this statement. 6

**Recruitment & Selection**

1. Explain the purpose of the following documents:
   * 1. job analysis
     2. job description
     3. person specification 3
2. What information is contained in a job description? 5
3. What is included in a person specification? 4
4. What is the difference between ‘essential’ and ‘desirable’ skills? 2
5. Describe what is meant by internal and external sources of recruitment and identify a place whereby each could be displayed. 4
6. Describe the advantages and disadvantages of recruiting internally and externally. 4
7. What is meant by selection? 1
8. Describe the selection process. 5
9. Describe the purpose of the following methods of selection:
   * 1. application forms
     2. interviews
     3. assessment/testing centres 3
10. Explain the problems an organisation might have if its recruitment and selection procedures are of poor quality. 4
11. What is meant by a flexible workforce? 2
12. Why are core workers important to an organisation? 2
13. A company employ a large number of temporary and part-time staff. Discuss the effects on an organisation of employing staff on temporary contracts. 8
14. Discuss the advantages and disadvantages of flexible work practices, such as part-time working, agency workers, fixed-term contracts and contractors, to an organisation. 8
15. State which of the advertisements below would appear in a local paper and which would appear in a national paper. Give reasons for your choice. 6

# Industrial Engineering Professional

Goodfoam Ltd is a leading manufacturer of polyurethane foam operating in 14 countries and is a major supplier to the furniture industry. Responsibilities include performance improvement, business analysis and project management.

You will be a graduate of calibre, numerate and PC literate and have at least 3 years’ experience in manufacturing.

In return we offer a competitive salary with fringe benefits.

Please write with a full CV to Mr H Walker, MD Goodfoam Ltd, Rosebury Street, Glasgow

**Night Cashier** required for busy petrol station.

Hours - 38 per week

Days - Wednesday - Saturday

Times - 10 pm - 7.30 am

Rate of Pay - £8.00 per hour

Immediate start

Telephone 0131 684 9902

**B**

**A**

**C**

**Secretary required** - £10.00 per hour

Good all-round secretarial skills are required for this position. You will be required to undertake a variety of administrative duties and should have a good knowledge of Microsoft Word.

Please write or telephone for an application form from:

Maisie Bird Recruitment Agency

18 Greenhouse Lane

Haddington Tel: 01532 66581

1. The following terms and definitions have been mixed up. Rewrite the table and match the terms and definitions together. 10

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Teleworking*  *Part-time employment*  *Middle manager*  *Temporary employment*  *Flexitime*  *Permanent employment*  *Supervisor*  *Full-time employment*  *Job sharing*  *Casual work* | Work undertaken by temporary workers who may leave or lose their jobs at very short notice  Working normal hours specified in Contract of Employment  Used with projects – once the project ends so does the job  Working less hours than a full-time worker  A job which exists for as long as the organisation does  The duties of a job are carried out by (usually) 2 people  Being able to choose start/finish times at work but must work the core hours and contracted hours in 4-week period  A person responsible for running a department in an organisation  Group of workers who oversee the work of operatives  Working from home but staying in touch with the office through the use of ICT equipment |

1. The following terms and definitions have been mixed up. Rewrite the table and match the terms and definitions together. 9

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Fringe benefits*  *Selection*  *Job advertisement*  *Person specification*  *Job analysis*  *Working conditions*  *Job satisfaction*  *Recruitment*  *Job description* | The environment in which an employee works  A benefit offered to employees in addition to wages  The pleasure gained from being at work  The search for suitable applicants to fill a vacancy  Choosing someone to fill a job vacancy  A study of what is needed to do a job  A document listing the job title and a summary of the duties and responsibilities involved in the job  A document listing the qualifications, experience and skills needed in a person carrying out the job  A description of a job and its duties which is often placed in newspapers, job centres and on the internet |

1. How might an organisation decide who to include on a short list of candidates to interview? 2
2. What is assessed during an interview? 2
3. In addition to an interview, what else can organisations do to ensure that they do get the best person for the job? 3
4. Explain what skills, aptitude and personality tests are designed to do. 3
5. Explain 3 advantages and 3 disadvantages of holding interviews. 6
6. Why might the best person for the job not be chosen at an interview? 2
7. Many organisations now use ICT to store employee records. Suggest one advantage and one disadvantage of using ICT for this purpose. 2
8. The following terms and definitions have been mixed up. Rewrite the table and match the terms and definitions together. 10

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Desirable skills*  *Essential skills*  *External advertising*  *Recruitment Agency*  *Applicant*  *Internal advertising*  *Initiative*  *Interpersonal skills*  *Personal characteristics*  *Perk* | How you interact and relate to other people  Being able to think for yourself  The nature and qualities of a person  Someone responding to a job advertisement  Skills which are needed to do a job effectively  Skills not needed but would be preferred  A benefit gained from working in addition to pay  Advertising a job within the workplace  Advertising a job outside the workplace  A business which charges a fee to find suitable employees for other firms |

1. Rewrite the following features of a good interview unscrambling the words
   1. mite and reac is taken to prepare interview usiotnesq
   2. all candidates are asked the seam basic questions - easier to paermoc
   3. peno questions are used to help candidates to ‘sell themselves’
   4. interview ckeilscht is used to resco candidates – criterion-based and objective
   5. giving the candidate the opportunity to sak questions 9
2. What is a Contract of Employment? 2
3. List 4 pieces of information that would be shown on a Contract of Employment. 4

**Training & Development**

1. Describe the following types of training and outline their benefits:
   * 1. induction
     2. on the job training
     3. off the job training 6
2. Distinguish between on-the-job and off-the-job training. 4
3. Discuss the benefits and costs of staff training to an organisation. 6
4. Why is training important for competitiveness? 2
5. What benefits does having multi-skilled workers bring to an organisation? 2
6. Define the term “VLE”. 1
7. Discuss the advantages and disadvantages of using a VLE. 4
8. Describe the term apprenticeship. 2
9. Identify 5 business areas that offer work-based qualifications. 5
10. Explain the benefits of the apprenticeship scheme. 2
11. Explain the advantages of training for an employee. 3
12. The following terms and definitions have been mixed up. Rewrite the table and match the terms and definitions together. 11

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Off-the-job training*  *Apprenticeship*  *Experienced worker*  *Motivation*  *Worker motivation*  *Induction training*  *Upgrading skills*  *On-the-job training*  *Qualification*  *Multi-skilling*  *Retraining* | Training which introduces the employee to the firm  Making sure employees can cope with any changes in the workplace by training them e.g. IT skills  Training people to do a variety of tasks  Training used when learning a trade  Training carried out in the workplace  Training carried out away from the workplace  The desire to complete a task to a high standard  A skill that makes a person suitable for a job  Training people in something different to what they were originally trained for  An employee who has carried out tasks for a long period of time to high level of competence  The desire to complete a task to a high standard |

**Motivation & Leadership**

1. People go to work for a variety of reasons other than money. Describe the reasons why people may choose to work. 4
2. Discuss the advantages and disadvantages of empowering staff within an organisation (giving them some power). 4
3. Discuss methods that an organisation could use to ensure their staff stay motivated. 6
4. Describe the theories developed by 3 of the writers on motivation that you have studied. 9
5. Define the term intrinsic motivation. 1
6. Explain the benefits to an organisation of having motivated staff. 5
7. Distinguish between the theories of the Human Relations and Scientific Management Schools. 2
8. Describe what is meant by leadership style and describe factors that influence the style adopted by managers. 5
9. Distinguish between theory x and theory y. 2
10. Identify and describe the 3 main leadership styles. 9
11. Discuss the advantages and disadvantages of each style. 6
12. Compare 2 different payment systems which an organisation may use for employees. 2
13. Employees can be paid/rewarded in a number of ways. Try matching the payment methods described below to the correct job:

|  |  |  |
| --- | --- | --- |
| **Wage** – a fixed amount which is usually paid on a weekly or monthly basis. |  | Kathleen Hughes works as a Personnel Manager in Tesco. She is paid an annual sum of £35,000. |
| **Salary** – a fixed amount is paid, usually on an annual basis. |  | Ross Shankland works as a labourer for a small building firm. They pay him £20 an hour for his work. |
| **Time rates** – a fixed amount per hour is paid. |  | Susan works as an employee in the TSB. She has worked an extra four hours this week, for which she is paid an enhanced amount. |
| **Piece rate** – an employee is paid according to how much they produce. |  | Jean is employed as a chicken plucker in a poultry processing plant. She is paid according to how many chickens she plucks in the working day. |
| **Overtime** – payment is made for hours worked over and above the basic week. |  | Kieran drives a lorry for a firm of carriers in Dundee. He is paid £1500 per month. |
| **Bonus** – this is an additional incentive paid to employees. It can be paid out of additional profits earned by the employer as a result of the employee’s effort and hard work. |  | Olaf writes software packages for a small IT firm in Perth employing six people. At Christmas he is paid a portion of the firm’s annual profits. |

**Employee Relations**

1. What is meant by the terms employee relations and industrial relations? 2
2. Why is it important to have good employee relations? 3
3. What is the name of the bodies which represents employees’ interests? 1
4. What is meant by collective bargaining? 1
5. Why were Works Councils developed? 2
6. Describe the use of grievance procedures within an organisation. 2
7. Describe 4 different types of industrial action employees could take. 4
8. Explain the impact of industrial action on an organisation. 3
9. Distinguish between discipline procedures and grievance procedures. 2
10. Why is it important there is a clearly laid down discipline procedure to follow? 2
11. Explain the difference between a Trade Union and an Employer’s Association. 1
12. What do you understand by the expression ‘independent body’? 1
13. The following terms and definitions have been mixed up. Rewrite the table and match the terms and definitions together. 7

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Picketing*  *Work-to-rule*  *Strike*  *Collective bargaining*  *Industrial dispute*  *Overtime ban*  *Go slow* | Refusing to work more hours than stated in a contract of employment  Withdrawal of labour by refusing to work  Carrying out work more slowly than normal  Trying to persuade other employees not to attend work  Working exactly to the rules in a contract of employment. This can reduce output  A disagreement arising between employers and the unions representing the employees  Negotiations between employers and employee representatives usually over pay and working conditions |

1. Organisations may use financial incentives to motivate employees. Identify and describe other methods used to improve employee relations. 4
2. Describe the difference between conciliation and arbitration. 2
3. In what circumstances might an employee take their case to an Industrial Tribunal? 2
4. List 4 areas that would be covered by a formal appraisal. 4
5. Discuss the value of an appraisal system. 4
6. Place the stages in the appraisal procedure in the correct order:
   1. form passed to **higher manager** who checks and **files** form in staff file.
   2. copy of **last appraisal agreement** made available to both parties
   3. appraiser collects **evidence** and prepares their comments
   4. **preparation form** completed by appraisee
   5. Appraisee completes **Appraisee Response** **section** and **signs** agreement
   6. **Staff Appraisal Form** completed to provide a record of discussion.
   7. **interview** takes place 7
7. One of the main methods of establishing the training and development needs of an employee is through appraisal. Explain other purposes of an appraisal to employees and the organisation. 4
8. Describe the role of an Industrial Tribunal. 2
9. ACAS is an institution that has been created to help ensure that disputes between employers and employees are kept to a minimum. Describe the different ways it could help when disputes have not been resolved. 4
10. There has been a decline in Trade Union membership over the last 30 years. Find out as much as you can about the reasons why and the facilities TU provide for their members today. Create a presentation detailing the information you have found out.
11. Using any suitable Internet site find out as much as you can about a recent industrial action and create a powerpoint show and a poster that could be hung on the wall.
12. Rewrite the following table matching the heads with the tails; 9

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Disciplinary action*  *Weaknesses*  *Training need*  *Appraisal*  *Bonus payment*  *Appraisal interview*  *Promotion*  *Appraiser*  *Strengths* | Monitoring the performance of an employee to identify strengths, weaknesses and training needs  The person carrying out an appraisal interview  A meeting between an employee and their line manager to see if targets have been met and to set new targets  Extra money paid for good work or achieving targets  Securing a job at a higher level  Areas in a job which are carried out particularly well  Areas in a job which need to be developed  Where training is required to progress successfully  Steps taken in dealing with employees who fail to obey company rules |

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|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| *Employee relations*  *Arbitration*  *ACAS*  *Trade union*  *Conciliation*  *Working conditions*  *Staff turnover*  *Employers’ Association*  *Production target* | The general environment in which an employees works  The relationship between an organisation and its workers  A body which represents the interests of employers  An organisation representing the interests of workers  The rate at which staff are replaced in an organisation  The amount to be made by a certain time  Helping both sides in a dispute to discuss issues and reach a settlement  Recommending a solution to an industrial dispute which both sides must accept  Organisation providing advice to orgs and tries to solve industrial disputes |

**Employment Legislation**

1. Identify legislation which exists to protect employees in the workplace. 1
2. Describe two duties within this legislation for
   1. the employee
   2. the employer 4
3. Identify and describe two different pieces of legislation regarding wages. 4
4. Rewrite the table and match up the phrases with one of the following forms of discrimination. The first one has been done for you.

A Direct Racial Discrimination

B Discrimination against disabled people

C Direct Sex Discrimination

D Indirect Sex Discrimination

E Discrimination against older workers

F Direct marriage discrimination

**Description**

|  |  |
| --- | --- |
| ‘Only females need apply’ | **C** |
| ‘Age limit 35 years’ |  |
| ‘white person required’ |  |
| ‘No access for wheelchairs’ |  |
| ‘Single people only need apply’ |  |
| ‘Applicants must be over 6 feet tall’ |  |

1. What is meant by equal opportunities? 1
2. What does the Equal Pay Act 1970 require employers to do? 2
3. What is the name of the act that is designed to prevent people living below the poverty line? 1
4. What are the main provisions of the Sex Discrimination Act? 5
5. What is unlawful under the Race Relations Act? 3
6. What are the main provisions of the Disability Discrimination Act? 2
7. What is illegal under the Age Discrimination Act? 4
8. Using the internet, find out and explain how the following legislation could impact on an organisation:
   1. National Minimum Wage Regulation 1999
   2. Employment Rights Act 1996 4
9. Describe the factors that the Human Resources Department must take into account to ensure the organisation complies with discrimination legislation. 3 **4**
10. Read over the following case study and answer the questions that follow:

**A New Job for Gary**

This was Gary’s first day at his new job. He had seen the advert for an apprentice mechanic in the local newspaper last month and decided that this was what he wanted to do. He loved cars and decided this was the ideal career for him. He sent in an application form and a CV. He had prepared well for the interview and had shown enthusiasm for the job. He was delighted to be offered the position although there were four other candidates competing for it. Now, he just could not wait to get his hands on the cars.

Mr McManus, the Foreman, informed Gary that he would not be allowed to service the cars until he had been trained. He would spend time watching the qualified mechanics, finding out the names of all the different parts of the car and engines, and attending a day-release course for car mechanics at the local college two days every week. He would also have to learn the main laws covering health and safety at work. Mr McManus informed him that he would be issued with the company safety policy along with his contract of employment.

* + - * 1. Why is it important to prepare well for an interview?
        2. What is a CV?
        3. What kind of training will Gary be doing at the garage?
        4. Why is it necessary for Gary to attend college?
        5. Why is it important that Gary be familiar with the laws governing health and safety at work?
        6. Help Gary by preparing a list of current legislation affecting health and safety at work.

1. The most recent legislation can be found on www.legislation.hmso.gov.uk. Using the information found on this website and any other suitable site create a PowerPoint presentation on either equal opportunities or health and safety.
2. Using any suitable website create a PowerPoint presentation detailing the gap that still exists between men and women in the workplace and what can be done to improve the situation.