

## Thursday 17 January 2019 – Afternoon

### LEVEL 3 CAMBRIDGE TECHNICAL IN BUSINESS

05878 Unit 9: Human resources

Duration: 2 hours

C426/1901



**You must have:**

- a calculator

First Name						Last Name				
Centre Number						Candidate Number				
Date of Birth	D	D	M	M	Y	Y	Y	Y		

#### INSTRUCTIONS

- Use black ink.
- Complete the boxes above with your name, centre number, candidate number and date of birth.
- Answer **all** the questions.
- Write your answer to each question in the space provided.
- If additional answer space is required, you should use the lined page(s) at the end of this booklet. The question number(s) must be clearly shown.

#### INFORMATION

- The total mark for this paper is **90**.
- The marks for each question are shown in brackets [ ].
- This document consists of **16** pages.

FOR EXAMINER USE ONLY	
Question No	Mark
1	/11
2	/16
3	/34
4	/11
5	/18
<b>Total</b>	<b>/90</b>

## Text 1 - Springly Farm

*Springly Farm* is a working farm owned by the Bromley family. For over 100 years the farm has reared dairy cattle. The cattle are milked daily and the milk sold to a local dairy. The farm also breeds lambs and goats.

In 1995 the farm opened its gates as a visitor attraction for the first time. *Springly Farm* opens to visitors from March until the end of September. Visitors can enjoy rides around the farm on horse-drawn carts, watch milking demonstrations, feed the goats, feed the fish in the large ponds, play in the straw bale maze, climb on the play forts and follow nature walks around the farm. In 2015 *Springly Farm* opened a café. Visitors can buy a range of drinks, snacks and home-made ice cream. The number of visitors to the farm has increased year on year.

*Springly Farm's* owners are 'hands-on', they complete all administrative work and help out on the farm when necessary. *Springly Farm's* workforce comprises seven employees, each on full-time permanent contracts - one farm manager who oversees the day-to-day tasks of all employees and six farm workers. In addition, from March to September when the farm is open to visitors, the farm employs a number of part-time workers on temporary contracts to run the café, interact with the visitors and oversee the horse-drawn cart rides.

**Pay and conditions for full-time permanent farm workers:** Conditions on the farm can be difficult. Farm workers have to fulfil their roles no matter what the weather conditions. Working hours vary. At busy times of year, for example during the lambing season, farm workers may need to work during the night as well as during the day. The farm workers are paid £22,000 per year plus an additional £10 per hour if they have to work between 9.00pm and 6.00am. They receive 35 days holiday per year. However, they are not allowed to take any time off during busy periods. Except during the milking demonstrations, the farm workers do not interact with the visitors. Therefore, the farm workers have very little interaction with the part-time temporary workers.

**Pay and conditions for part-time temporary workers:** The number of temporary workers required varies depending on how many visitors are expected. For example, more temporary workers are needed during the school summer holidays than in September. The weather also affects the likely number of visitors and, therefore, the number of temporary workers required each day. As a result, temporary workers may only receive one day's notice of whether they need to work the next day. They are paid £8.25 per hour.

**Recruitment:** The owners advertise for permanent farm workers in specialist farming magazines. Advertisements for temporary workers are placed on the farm's website which also provides visitors with useful information such as opening times and prices.

**Training:** The owners show all employees around the farm on their first day and introduce them to the staff that they will be working with. However, there is no formal training in place on the farm, either when employees first start working there or on an ongoing basis.

**Table 1: Human resource data for *Springly Farm***

Human resource data	2016	2017	2018
Number of permanent workers employed	7	7	7
Number of temporary workers employed	10	12	16
Labour turnover – permanent workers	0%	14%	0%
Labour turnover – temporary workers	20%	25%	?

**Table 2: Performance data for temporary workers at *Springly Farm***

<b>Performance data</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total number of working days	1400	1840	2000
Number of temporary workers leaving prior to their contract ending in September	2	3	4
Number of work days lost due to temporary worker absence	102	129	136

Answer **all** the questions.

1 (a) (i) Name **one** piece of human resource legislation that *Springly Farm* must comply with.

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.....[1]

(ii) Explain **two** potential consequences to *Springly Farm* of breaching human resource legislation.

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2 .....

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[4]

(b) Explain how diversification into new sectors might affect human resource planning at *Springly Farm*.

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(c) (i) Using information from **Table 2**, calculate the absenteeism rate of temporary workers for **2018**.

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**(b)** Other than on the farm’s website, explain **three** appropriate places to advertise job vacancies for Visitor Assistants at *Springly Farm*.

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**[6]**











4 (a) Extract from a conversation between the Farm Manager and the owners

**Farm Manager** – I need to talk to you about two of the temporary visitor assistants. They have complained to me that one of the permanent farm workers has been spreading rumours about them. The visitor assistants are very unhappy.

(i) Explain **two** reasons why the owners and the Farm Manager should try to address this issue.

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[4]

(ii) Other than the issue in the extract above, identify **one** possible cause of conflict within the workplace at *Springly Farm*.

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(b) Formal appraisal techniques are not currently used to monitor employee performance at *Springly Farm*.

Describe **one** appropriate formal appraisal technique that could be introduced for the farm workers.

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(c) The Farm Manager uses two different management styles. When dealing with the permanent workers a democratic management style is used but when dealing with temporary workers an autocratic style is used.

(i) Explain **one** benefit to the business of the Farm Manager using an autocratic style when managing the temporary workers.

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(ii) Explain **one** drawback to the business of the Farm Manager using a democratic style when managing the permanent workers.

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5 (a) State **one** benefit and **one** drawback to the business of using SMART targets as a performance management tool for employees at *Springly Farm*.

Benefit .....

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Drawback.....

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[2]

(b) Other than providing training, evaluate methods of improving employee engagement for permanent **and** temporary workers at *Springly Farm*.

[16]

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**END OF QUESTION PAPER**

**ADDITIONAL ANSWER SPACE**

If additional answer space is required, you should use the following lined page(s). The question number(s) must be clearly shown in the margin(s) – for example 2(a) or 3(b).

A large rectangular area with a solid vertical line on the left side and horizontal dotted lines across the page, providing space for writing answers.



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