

Chapter 14

Ordinary Level Questions

Q1. Match each term to its correct description.

A. Organisational Culture	1. The skills, knowledge, and experience that employees bring to a business
B. Human Capital	2. Ongoing learning and training for employees
C. Professional Development	3. Supporting staff to grow and improve over time
D. Human Capital Management	4. The values, behaviours, and atmosphere within a workplace

A	B	C	D
4	1	2	3

Q2. (i) List three stages in the recruitment process.

1. Identification
2. Application
3. Selection

(ii) Give one example of how a business can make its recruitment process fairer and more inclusive. Use the words **equality** or **diversity** in your answer.

A business can promote **equality** by using gender-neutral language in job ads and shortlisting based on skills, not background.

Q3. Which **two** of the following are examples of how businesses use digital technology in recruitment?

- ☐ Posting jobs on a careers website
- ☐ Using online forms for job applications
- ☐ Using video calls for interviews

Q4. Circle TRUE or FALSE for each of the following statements:

Statement	TRUE / FALSE
Regular feedback can help motivate employees.	TRUE / FALSE
Motivation only matters in large businesses.	TRUE / FALSE
Appraisal is only useful when an employee is performing badly.	TRUE / FALSE
360-degree appraisals include feedback from different people, not just managers.	TRUE / FALSE

Q5. Explain how both **formative** and **summative appraisal** can help improve motivation.

This type of appraisal gives regular feedback during the year.

It helps staff improve and feel supported, which boosts confidence and motivation.

This is done at the end of a period, like a year or project.

Recognising progress or achievements during summative reviews can increase job satisfaction and reward effort.

Q6. (i) Name two types of training or professional development a business could provide.

On-the-job training

Online learning or courses

Leadership roles on projects

Induction

(ii) Explain one reason why training is important for the success of both the employee and the business.

Training improves employee performance

When staff receive proper training, they gain the skills and confidence needed to do their job well. They may be able to increase their wage/improve their contract with better skills.

This leads to fewer mistakes and higher productivity, which helps the business succeed.

Q7. (i) Which **two** of the following are possible challenges for employers when employees work in teams?

- ☐ Conflict between team members
- ☐ Unequal sharing of work

(ii) Describe how **one** of the options you picked is a challenge when employees work in teams.

Unequal sharing of work can cause frustration if some team members feel they are doing more than others.

This may lead to tension or lower motivation.

Q8. Read the examples below about how a workplace can become more sustainable. Write **Employers** or **Employees** in the blank.

- (i) Employers introduce an office recycling system.
- (ii) Employees switch off lights and equipment when not in use.
- (iii) Employees suggest ideas to reduce plastic in the workplace.
- (iv) Employers provide training on sustainability and inclusion.

Q9. *A business allows staff to work remotely part of the week.*

(i) Name one benefit and one challenge of remote working for the employer.

Benefit: Saves on office costs like electricity or space.

Challenge: Harder to manage communication and keep track of work.

(ii) Suggest one way the business can support employee wellbeing when working remotely.

Set up regular virtual check-ins

This helps employees feel supported and connected to the team while working remotely.

It reduces isolation and gives staff a chance to raise any challenges, improving both wellbeing and communication.

(iii) State one way a manager could promote corporate wellness in a hybrid workplace.

A manager could organise virtual wellness activities, such as step challenges or mindfulness sessions.

This would encourage participation in it by staff.

Higher Level Questions

Q1. Explain what is meant by human capital management and outline how the organisational environment is a factor in its development.

The strategic process of planning, recruiting, developing, motivating, and retaining employees to maximise their contribution to the organisation's goals while also supporting their personal and professional growth.

A positive organisational environment, where communication is open and staff feel valued, supports the development of human capital.

For example, clear values, supportive leadership, and regular feedback help employees stay engaged and willing to upskill.

Q2. Discuss **two** internal and **two** external factors that impact on workforce planning in an organisation.

Internal Factor 1: Staff Turnover

High staff turnover or upcoming retirements can create skill gaps that need to be addressed in advance.

If several experienced employees are due to leave, the business must plan to recruit or train replacements to maintain productivity.

For example, if a business knows two managers are retiring next year, it may start mentoring successors now.

Internal Factor 2: Skills and Development Needs

Workforce planning must consider the current skill set of employees and future business needs.

Identifying gaps with a forecast allows the business to plan targeted recruitment or training to ensure teams remain effective.

For instance, if a company is expanding into digital services, it may need to hire staff with new technical skills.

External Factor 1: Changes in Technology

Advances in technology may require new roles or updated skills within the workforce. Businesses must plan ahead to stay competitive by hiring or reskilling staff.

For example, the introduction of AI tools might mean hiring data analysts or training existing staff to use new systems.

External Factor 2: Labour Market Trends

The availability of skilled workers affects how easily a business can fill roles.

Workforce planning must take into account competition for talent or changes in worker

expectations, such as remote work.

If there's a shortage of qualified project managers, a business may need to offer better benefits to attract applicants.

Q3. (i) Outline the key stages in the recruitment process

1. Identification

The business recognises a need to hire, often due to growth, retirement, or a skills gap. It prepares a clear job description and person specification to guide the recruitment.

2. Application

The job is advertised, and candidates submit applications, often through online platforms or company websites.

The goal is to attract a diverse and qualified pool of applicants.

3. Selection

The business shortlists applicants, carries out interviews, and selects the most suitable candidate.

The chosen person is then offered the position and onboarded into the organisation.

(ii) Suggest how an organisation might adopt ethical approaches to recruitment, with reference to equality, diversity, and inclusion.

Equality

Ensure that all applicants are treated fairly by using the same assessment criteria and avoiding discrimination.

For example, standardised interview questions can help compare candidates objectively.

Diversity

Encourage applications from people with different backgrounds and life experiences.

This might involve using a wide range of advertising platforms or using inclusive imagery and language in job ads.

Inclusion

Make the recruitment process accessible to everyone, including people with disabilities or other support needs.

This can include offering alternative interview formats or ensuring application forms are easy to understand.

Q4. Evaluate how digital technologies can influence the recruitment and selection process for businesses

1. Identification

Digital tools help businesses quickly identify staffing needs through workforce planning software or HR systems.

This speeds up recruitment and ensures vacancies are acted on promptly and that shortlists can be created through LinkedIn etc.. and stored for roles.

2. Application

Online platforms such as job websites or social media allow businesses to post vacancies widely and receive applications instantly.

This increases access to a more diverse talent pool and makes it easier for candidates to apply as more will be able to see that the job is available.

3. Selection

Technology enables efficient shortlisting using digital forms and automated filters, while video interviews reduce time and travel costs.

However, over-reliance on automation may lead to bias or missed talent, so human judgment is still essential.

Q5. (i) Investigate the factors that impact on employee motivation in a workplace.

1. Recognition and Feedback

When employees receive regular praise and constructive feedback, they feel valued for their efforts.

This boosts confidence, strengthens performance, and encourages loyalty to the business.

2. Opportunities for Growth

Staff are more motivated when they can access training, take on new responsibilities, or apply for promotion.

It shows the business is invested in their development, which increases engagement.

3. Positive Work Environment

A respectful, inclusive culture where communication is open helps employees feel safe and supported.

This improves morale and reduces stress, allowing staff to focus and perform well.

(ii) Describe what is meant by effective employee appraisal and explain how appraisal can support employee motivation.

This is a structured review process where an employee's performance is assessed and discussed.

It includes setting clear goals, giving feedback, and planning future development.

When done fairly and regularly, appraisal helps employees understand their strengths and areas for improvement.

It also shows that their work is recognised, which builds trust and encourages continued effort and progress.

Q6. Choose **three** approaches to appraisal: self-appraisal, formative, summative or 360-degree and analyse how each approach can contribute to employee motivation and performance in an organisation.

Self-Appraisal

Employees assess their own performance, identifying what they've done well and where they can improve.

This builds self-awareness and gives staff a sense of ownership over their progress.

Motivation increases when employees feel trusted and involved in their own development.

Formative Appraisal

This takes place during the year and focuses on giving regular feedback and support.

It helps employees stay on track, feel guided, and make adjustments before issues grow.

Performance improves because challenges are addressed early, and motivation grows through ongoing encouragement.

Summative Appraisal

This happens at the end of a period, such as annually or after a project, and summarises performance.

It can lead to rewards or progression and highlights overall contributions to the business.

Motivation increases when achievements are acknowledged and linked to clear outcomes like bonuses or promotions.

360-Degree Appraisal

Feedback comes from a range of sources e.g. managers, colleagues, and sometimes clients.

This gives a fuller view of performance and can highlight strengths that managers alone may not see.

It builds motivation by recognising teamwork and encouraging reflection on how others perceive their work.

Q7. (i) Investigate the different types of training and professional development that may be offered to employees.

1. Induction Training (Onboarding)

This is provided to new employees when they start. It introduces them to the workplace culture, policies, and structure.

It helps them settle in, reduces anxiety, and allows them to become productive more quickly.

2. On-the-job Training

Existing staff learn by doing their tasks with guidance from supervisors or colleagues.

It is a cost-effective way to build role-specific skills and confidence, often through job rotation or shadowing.

3. Off-the-job Training

This takes place outside the normal workplace, such as in external courses or workshops.

It helps staff gain new ideas or specialist knowledge, though it may be costly or disrupt work.

(ii) Outline why ongoing training and development is an important aspect of human capital management.

It helps build a more skilled and adaptable workforce

Ongoing training improves employee competence, supports long-term career growth, and strengthens overall business performance.

It also boosts motivation and retention by showing the business values staff development.

Q8. Appreciate **three** challenges for an employer that are associated with having their employees work in teams.

1. Conflicts need to be managed

Disagreements between team members can disrupt productivity.

Managers may need to step in to resolve issues, which takes time and attention away from other priorities.

2. Teams can be inefficient without clear structure

If roles are unclear or communication is poor, teamwork can slow down progress.

This may result in missed deadlines or confusion about responsibilities.

3. Supporting teams requires time and resources

Managers must provide training, supervision, and coordination to keep teams working effectively.

This increases the organisation's costs and workload for management.

Q9. Outline **two** ways employers and employees can work together to create a more sustainable workplace.

1. Supporting environmental sustainability

Employers can introduce green policies like reducing waste or encouraging remote working, which lowers the workplace's carbon footprint.

Employees can conserve energy, go paperless, and suggest eco-friendly ideas, helping to reduce daily environmental impact and support long-term sustainability.

2. Health, safety, and wellbeing

Employers can promote wellbeing and safety through training, policies, and support programmes, creating a healthier and more productive workforce.

Employees who follow safety guidelines and take part in wellness initiatives help reduce workplace accidents and stress, leading to a more sustainable and resilient work environment.

Q10. (i) Evaluate **two** ways digital technologies have impacted the modern workplace.

1. Communication and Collaboration

Digital tools like Zoom, Teams, and project platforms allow teams to work together in real time, even across locations.

This improves decision-making and supports hybrid working, but message overload and miscommunication can also increase.

2. Automation and AI

Technology has automated tasks like payroll and customer support, saving time and reducing costs.

However, it can change or remove roles, requiring upskilling and raising concerns about job security.

(ii) Identify **three** opportunities associated with remote and blended working arrangements for employers.

1. Access to a wider talent pool

Employers can hire staff from anywhere, not just near the office.

2. Reduced overhead costs

Remote working can lower costs for office space, utilities, and travel.

3. Increased flexibility and productivity

Employees with a better work-life balance may be more motivated and focused.

(iii) Describe **one** ethical **and** **one** sustainability issue associated with remote and blended working

Ethical issue — Data privacy and protection

Remote work means employees may access sensitive company data from personal devices or unsecured home networks.

For example, using a shared laptop without proper security settings could expose company information and lead to a data breach.

Sustainability issue — Lower long-term employee engagement

Working remotely can reduce daily interaction and connection with the company, leading to isolation and lower morale.

Over time, this may weaken employee loyalty and reduce the long-term sustainability of the workforce.

Q11. (i) State **two** ways a manager can promote corporate wellness.

1. Lead by example

Managers can show commitment by actively engaging in wellness initiatives, such as attending wellbeing events or taking mental health days.

2. Allocate resources to support wellness initiatives

Managers can approve budgets and provide staff time to ensure programmes like fitness sessions or team bonding activities are successful.

(ii) Discuss **three** ways employee motivation can be influenced by corporate wellness initiatives.

1. Makes staff feel valued and supported

When a business provides wellness options like mental health days, flexible working, or access to fitness classes, it shows that employee wellbeing is a real priority.

This recognition helps employees feel respected and appreciated as individuals, not just workers.

As a result, they are more likely to stay committed to their role and motivated to do their best.

2. Reduces stress and improves work–life balance

Corporate wellness initiatives often include flexible hours, counselling, or support for financial wellbeing.

These tools help employees manage personal pressures, lowering stress and preventing burnout.

With reduced stress, employees can bring more focus, energy, and enthusiasm to their daily tasks.

3. Builds relationships and a sense of belonging

Team-based wellness activities, diversity initiatives, or shared community goals help create a more inclusive and connected workplace.

When employees feel they belong and are part of a supportive environment, they are more likely to engage and collaborate effectively.

This connection drives stronger loyalty and motivation to contribute to the team's success.

(iii) Outline **two** benefits of promoting corporate wellness for a business.

1. Improves employee wellbeing and productivity

Corporate wellness programmes support mental, physical, and emotional health, helping reduce stress and absenteeism.

When employees feel healthier and more supported, they are more motivated and productive in their work.

2. Attracts and retains skilled employees

Strong wellness initiatives make a business more appealing to potential hires and help existing staff feel more loyal.

This lowers staff turnover and helps build a stable, committed workforce over time.