

Chapter 14 Class Exam

Name: _____

Score: _____

Answer all questions

Suggested Exam Length: 40+ minutes

Student Input (Pre-exam)



How confident are you about this exam?

What topic am I worried about before I look at the exam? Why?

What strategies did you use to study for this exam? What was the best one?

Which activities in class did you most enjoy for this topic?

Student Reflection (Post-exam)



How happy were you with your result?

What were the hardest questions? Why?

Is there any exam technique I should change/use again for my next exam?

What topics should I look over again?

Chapter Exam

Keogh's crisps are looking to increase production, and are currently preparing job descriptions and person specifications to advertise for new staff.



(a) Discuss three internal factors that impact on workforce planning.

1.
2.
3.

(b) State three challenges for an employee of using remote and blended working arrangements in their job.

1.
2.
3.

(c) Identify how organisations might adopt ethical approaches to their recruitment process for two of the following: equality, diversity, and inclusion.

1.
2.

(d) Explain how any **three** of these approaches to appraisal might contribute to employee motivation:

1. Self-appraisal
2. Formative appraisal
3. Summative appraisal
4. The 360-degree approach

1.
2.
3.



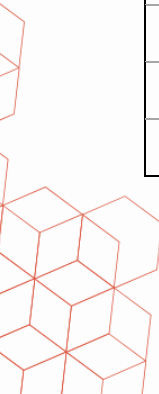
Google are recognized for their collaborative cultures and innovation by having employees engage in a lot of teamwork.



(e) Outline three challenges of working in teams for employees in an organisation.

1.
2.
3.

(f) Evaluate how digital technologies have impacted the modern workplace.



(g) Discuss three ways organisational culture can be influenced by corporate wellness initiatives in a business.

1.
2.
3.



Chapter 14 Marking Scheme – Total 89 marks

(a) Discuss three internal factors that impact on workforce planning.

15m - 3 @ 5m (3+2)

Corporate objectives

A company's future goals determine the type and number of staff it needs.

For example, if the business plans to expand or launch new products, it will need to hire or train additional staff, whereas cost-cutting targets may mean reducing staff numbers or restructuring roles.

Staff turnover

High staff turnover creates ongoing recruitment and training demands.

When employees leave regularly, the business must spend time and money replacing them, which can lower productivity and disrupt team stability. Keeping staff motivated and supported helps reduce this problem.

Skills and capabilities

The skills employees currently have influence future staffing decisions.

If staff lack certain technical or leadership skills needed for new projects, the business must decide whether to train existing employees or recruit new ones with those skills to meet upcoming demands.

Employee age profile / retirement patterns / Contract status of staff

If many workers are close to retirement or running out of contract, workforce planning must address potential skill gaps.

Succession planning and targeted recruitment can help ensure continuity and retain valuable experience as older employees leave the organisation.

(b) State three challenges for an employee of using remote and blended working arrangements in their job.

6m - 3 @ 2m

- Isolation and reduced social interaction can make employees feel disconnected from their colleagues.
- Maintaining work-life balance can be difficult when working from home/hard to switch off / blurred work-life boundaries.
- Technology and communication issues may affect productivity and collaboration.
- Distractions at home can make it harder for employees to stay focused and productive during working hours.





(c) Identify how organisations might adopt ethical approaches to their recruitment process for two of the following: equality, diversity, and inclusion.

6m - 2 @ 3m (2+1)

Equality – Organisations can ensure all candidates are judged only on their skills and experience, not personal characteristics, following the Employment Equality Acts 1998–2015.

Diversity – Businesses can promote diversity by advertising widely and encouraging applications from people of different backgrounds and experiences.

Inclusion – Employers can make reasonable adjustments for candidates with disabilities to ensure interviews and assessments are fair and accessible to everyone.

(d) Explain how any three of these approaches to appraisal might contribute to employee motivation:

15m - 3 @ 5m (3+2 explanation, contribution to employee motivation)

Self-appraisal – The employee reviews their own performance against goals and identifies strengths and areas to improve.

This builds ownership and accountability, motivating them to take initiative in their own development.

Formative appraisal – Involves ongoing, informal feedback from managers during day-to-day work.

Regular support helps employees feel valued and guided, boosting motivation through continuous improvement.

Summative appraisal – A formal review of performance at set times, such as quarterly or annually.

Clear targets and rewards tied to results motivate employees to perform well and achieve measurable outcomes.

360-degree appraisal – Collects feedback from managers, peers, and others to give a full view of performance.

This balanced feedback increases motivation by helping employees feel recognised and appreciated across the organisation.





(e) Outline three challenges of working in teams for employees in an organisation.

12m - 3 @ 4m (2+2)

Poor communication

When team members fail to share information clearly or regularly, misunderstandings and mistakes can occur, reducing efficiency and creating frustration.

Conflict between personalities

Differences in opinions, working styles, or attitudes can cause tension and make collaboration more difficult, especially under pressure.

Unequal workload or “free-riders”

Some employees may contribute less than others, causing resentment among teammates and damaging trust within the group.

Reliance on others

The performance of one member can affect the entire team. If a colleague misses deadlines or produces weak work, it can hurt overall results and individual appraisals.

Difficulty reaching agreement

Group decision-making can take longer as employees try to balance competing views and ideas, leading to slower progress or compromise that satisfies no one.

(f) Evaluate how digital technologies have impacted the modern workplace.

20m - 4 @ 5m (2+2+1) Impact, link of technology, conclusion/limitation/solution

Communication and collaboration

Digital tools like Zoom, Microsoft Teams, and project management platforms have improved collaboration by allowing staff to work together in real time across different locations. This enables faster decision-making and supports hybrid working. However, the ease of constant messaging can cause overload, and the lack of non-verbal cues may lead to misunderstandings.

Automation and artificial intelligence (AI)

Automation now handles tasks such as payroll, customer service, and inventory management, improving efficiency and reducing costs. It frees employees to focus on higher-value work, but it can also create uncertainty as some roles become redundant and others require retraining or upskilling.

Training and professional development

Online platforms such as Coursera and Udemy make upskilling more flexible and accessible, helping businesses maintain a skilled workforce. While this supports continuous





learning, the pressure to always be developing and the reduced engagement of online-only training can lower morale over time.

Data analytics and human capital management (HCM) technology

HR systems now use analytics to monitor attendance, engagement, and performance, supporting fairer and more data-driven appraisals. This can make feedback clearer and more objective, but excessive monitoring risks invading employee privacy or overlooking human factors like creativity and teamwork.

Changing work patterns (remote and hybrid work)

Technology enables remote and hybrid working, allowing better work-life balance and wider recruitment options for employers. However, this shift can make it harder to maintain company culture, collaboration, and clear boundaries between personal and professional life.

Cybersecurity and data protection

As more work is done online, businesses must protect sensitive data through firewalls, encryption, and staff cybersecurity training. This increases trust and compliance with GDPR, but constant vigilance adds cost and stress for employees, and human error remains a risk.

New digital skill demands

Modern workplaces now expect employees to be proficient with software tools, data analysis, and AI systems. This increases productivity and career progression opportunities, but it can disadvantage staff with weaker digital literacy or create a generational skills gap.

(g) Discuss three ways organisational culture can be influenced by corporate wellness initiatives in a business.

15m - 3 @ 5m (3+2)

Builds a culture of loyalty and care

When employees see genuine investment in their wellbeing such as health supports or wellness programmes they feel valued beyond their job role. This strengthens loyalty and long-term commitment to the organisation.

Supports positive daily experiences

Offering initiatives like flexible hours, wellness classes, or mental health supports can make work feel more balanced and enjoyable. A positive atmosphere helps create a culture where employees are happier and more engaged.

Strengthens teamwork and collaboration

Group wellness activities, such as team fitness challenges or charity events, help build





stronger relationships among staff. This promotes open communication and cooperation across departments.

Builds trust and respect

When businesses take real, visible action on wellness and inclusion, employees are more likely to trust leadership and feel proud of where they work. However, if initiatives seem insincere or purely for image, it can damage trust instead.

