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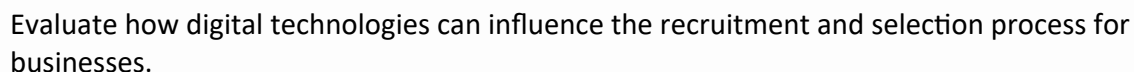


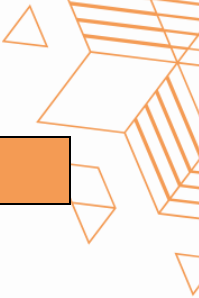
Chapter 14

Leading and Managing People



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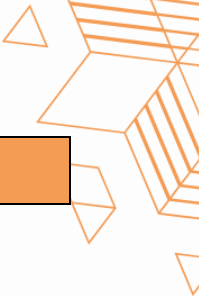
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OL Paper 1 Q3 (e)

(e) Outline **two** factors, apart from pay, that can improve employee motivation in the workplace.

1
2





14.5 Describe what is meant by effective employee appraisal.

OL Paper 2 Q5 (e)

- (e) According to the employment website, Indeed.ie, when conducted successfully, an employee appraisal can lead to a more motivated and dedicated workforce.
 - (i) Explain the term employee appraisal.

- (ii) Describe how an effective employee appraisal process could lead to a more motivated and productive workforce.



HL Paper 2 Q2 (b)

(b)



TikTok Performance Reviews

TikTok has been accused of assigning low grades to employees in the company’s performance reviews.

Explain **two** ways to ensure an effective appraisal process.

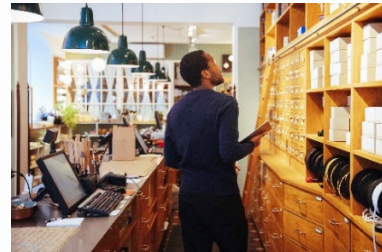
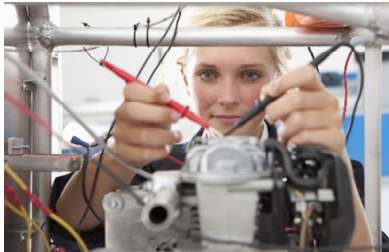
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14.8 Investigate the different types of training and professional development that may be offered to employees and outline why ongoing training and professional development is an important aspect of human capital management.

OL Paper 2 Q1 (d)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

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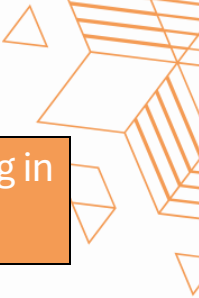
He hired a manager, Jean, to run this section of the business and she in turn hired three new employees who would report directly to her. She sent them to a local training centre where they learned about customer care. An expert also came to PJ's premises to demonstrate how to use the tills and the stock control system.

Jean encouraged the employees to consider enrolling in a Level 6 (QQI) People Management course if they were interested in pursuing a supervisory role in the future.

(i) Name and explain **two** different types of training that may be offered to employees.

Name:
Explain:
Name:
Explain:

(ii) Outline **one** reason why ongoing training and professional development of employees is an important aspect of human capital management.



14.9 Appreciate the opportunities and challenges associated with working in teams for both employees and employers.

OL Paper 2 Q4 (d)

(d) Outline **two** benefits that teamwork brings to an organisation.

1
2



HL Paper 2 Q2 (e)

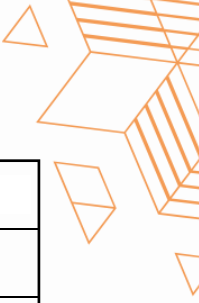
(e) Bank of Ireland is recruiting for 100 technology roles to support digital projects across the group.

Evaluate how digital technologies have impacted the modern workplace.

[illegible]

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14.12 Identify the opportunities and challenges associated with remote and blended working arrangements for both employees and employers.

HL Paper 1 Q1 (b)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our

working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

product, with plans to launch it on shelves by next year.

Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."





(b) Identify **three** challenges for ProjectOne with their current working arrangements.

Challenges

1
2
3

OL Paper 1 Q3 (b)

(b) Nearly half of Irish jobseekers would refuse a job offer if it did not include remote working options, according to IrishJobs.ie.



Identify **two** benefits and **two** challenges associated with remote working for an employee.

Benefits
1
2
Challenges
1
2



14.14 Outline the importance of corporate wellness* and investigate the impact of corporate wellness on employee motivation and organisational culture.

HL Paper 1 Q4 (d)

(d)



The Dexcom plant in Athenry will incorporate a 2.1km nature trail around the facility.
Discuss **four** ways employee motivation can be influenced by corporate wellness initiatives.

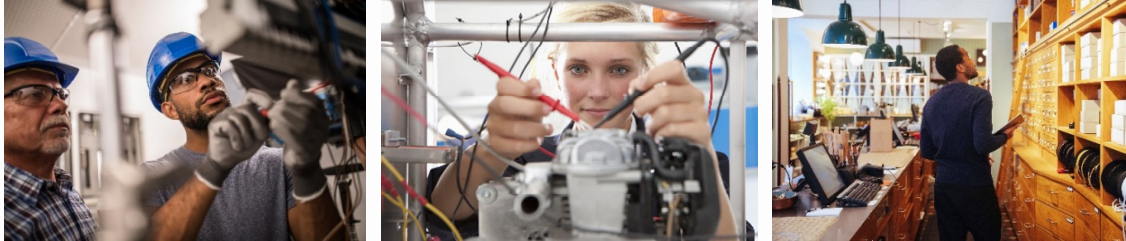
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OL Paper 2 Q1 (e)

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PJ is pleased that the business is currently doing well and reaching all targets on schedule.



(e) PJ is committed to Corporate Wellness.

(i) Identify evidence of this in his business.

(ii) Outline **one** benefit to a business of maintaining a focus on wellbeing in the workplace.

14.15 Identify the role of leadership in promoting corporate wellness.

OL Paper 1 Q3 (c)

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

1
2

Chapter 14

Leading and Managing People

SOLUTIONS

14.3 Evaluate how digital technologies influence the process of recruitment and selection.

HL Paper 1 Q4 (c)

- (c) Dexcom is expected to create around 500 construction jobs in the region and up to 1,000 high-tech graduate and technician level jobs once the site is fully operational.



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

Identification

Digital technology has transformed how businesses identify and plan for staffing needs. Online recruitment platforms such as *LinkedIn* and *IrishJobs.ie* enable firms to advertise roles instantly, access a wider talent pool, and maintain databases of potential candidates for future openings.

Evaluation: These platforms make recruitment faster and more targeted, supporting strategic workforce planning. However, premium features can be costly, and competition for talent on major platforms can make it difficult for smaller firms to attract attention.

Application

Applicant Tracking Systems (ATS) such as *Greenhouse* or *Workday* now automate early-stage screening. They scan CVs for keywords, rank applicants, and sometimes use chatbots to collect basic information before any human involvement.

Evaluation: This speeds up shortlisting and reduces administrative workload, particularly for large-scale hiring such as Dexcom's. However, automated systems can unfairly exclude strong candidates who do not match set keywords, raising concerns around bias, transparency, and GDPR compliance.

Selection

Digital tools such as *Zoom*, *Microsoft Teams*, or specialist platforms like *HireVue* allow for virtual interviews and assessments. These tools reduce costs, save time, and allow access to candidates across regions.

Evaluation: While online selection improves efficiency and flexibility, it can also limit rapport-building and make it harder to assess interpersonal or soft skills. Candidates with limited technology access or weaker digital confidence may also be disadvantaged.

14.4 Investigate the factors that impact on employee motivation.

OL Paper 1 Q3 (e)

- (e) Outline **two** factors, apart from pay, that can improve employee motivation in the workplace.

Positive Working Conditions and Contracts

A comfortable, secure, and supportive work environment helps employees feel valued and focused. Longer-term contracts or clear job stability reduce stress and encourage better performance.

Teamwork and Collaboration

Working in teams gives employees a sense of belonging and shared purpose. When people enjoy working together, they're more motivated to achieve group goals and support each other.

Recognition and Praise

Acknowledging effort through verbal praise, awards, or public recognition boosts morale and encourages high performance. Feeling appreciated motivates employees to maintain good results. E.g. have employee of the month awards.

Career Progression Opportunities

Clear paths for promotion or personal development show employees that hard work can lead to advancement. This creates long-term commitment and motivates staff to improve their skills.

Training and Development

Providing regular training helps employees improve their skills and confidence. When staff see that the business invests in their growth, they feel valued and are more likely to stay motivated and committed.

14.5 Describe what is meant by effective employee appraisal.

OL Paper 2 Q5 (e)

- (e) According to the employment website, Indeed.ie, when conducted successfully, an employee appraisal can lead to a more motivated and dedicated workforce.
 - (i) Explain the term employee appraisal.

An effective employee appraisal process can make employees feel valued and supported. When staff receive clear feedback and recognition for good work, it boosts their confidence and motivation.

Appraisals also help identify training needs and career goals, showing employees that the business cares about their development.

- (ii) Describe how an effective employee appraisal process could lead to a more motivated and productive workforce.

Recognises and Rewards Good Performance

An effective appraisal highlights what employees are doing well and gives praise for their efforts.

This makes staff feel valued and motivated to maintain or improve their performance.

Example: A sales assistant who is praised for excellent customer service may continue to go the extra mile for customers.

(b)



TikTok Performance Reviews

TikTok has been accused of assigning low grades to employees in the company's performance reviews.

Explain **two** ways to ensure an effective appraisal process.

1. Set Clear Goals and Criteria

The business/managers should set clear performance targets (SMART goals) with employees. This ensures both the manager and employee know what is being assessed and makes the process fair and transparent.

It also helps employees focus on specific targets so that they know how to improve, increasing motivation and accountability for the next appraisal.

2. Encourage Open Communication and Feedback

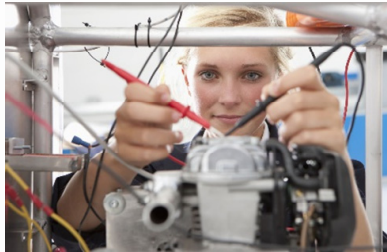
The appraisal should be a two-way process where both the manager and the employee share feedback. Managers should give balanced comments on what is going well and what could improve, and also invite the employee to share their own views and suggestions. This open communication builds trust, helps employees feel valued, and gives managers a clearer understanding of how to support staff effectively in their roles.

14.8 Investigate the different types of training and professional development that may be offered to employees and outline why ongoing training and professional development is an important aspect of human capital management.

OL Paper 2 Q1 (d)

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Jean encouraged the employees to consider enrolling in a Level 6 (QQI) People Management course if they were interested in pursuing a supervisory role in the future.

- (i) Name and explain **two** different types of training that may be offered to employees.

1. On-the-Job Training

This type of training takes place **in the workplace** while the employee is doing their job.

An experienced worker or trainer shows them how to carry out specific tasks.

For example, the expert showing employees how to use the tills and stock control system is on-the-job training because it happens at PJ's premises during normal work activities.

2. Off-the-Job Training

This training happens **outside the normal workplace**, such as in a training centre or college.

Employees learn new skills away from their usual environment, often through courses or workshops.

In the case, Jean's employees attended a local training centre for customer care training, which is an example of off-the-job training.

- (ii) Outline **one** reason why ongoing training and professional development of employees is an important aspect of human capital management.

Ongoing training helps employees develop new skills and stay up to date in their work.

This keeps the workforce skilled and adaptable, allowing the business to maintain high performance and respond effectively to change.

14.9 Appreciate the opportunities and challenges associated with working in teams for both employees and employers.

OL Paper 2 Q4 (d)

(d) Outline **two** benefits that teamwork brings to an organisation.

Improves creativity and problem-solving

Teams bring together employees with different experiences, perspectives, and skills.

This mix of ideas helps generate innovative solutions and leads to better decision-making for the business.

Increases productivity

Tasks can be divided based on individual strengths, allowing work to be completed faster and more efficiently.

This helps organisations achieve goals more quickly and maintain higher quality standards.

Strengthens workplace culture

Teamwork builds trust and cooperation between employees, creating a positive work environment.

When people feel part of a supportive team, morale and engagement improve, which helps the organisation retain skilled staff and reduce turnover.

Develops interpersonal skills

Working in teams allows employees to collaborate with people who have different communication and working styles.

This helps them build valuable skills such as listening, negotiation, and conflict resolution, which make them more effective and adaptable in future roles.

14.11 Investigate how digital technology impacts on the workplace.

HL Paper 2 Q2 (e)

- (e) Bank of Ireland is recruiting for 100 technology roles to support digital projects across the group.

Evaluate how digital technologies have impacted the modern workplace.



Relevant points shown below in format impact -> digital technology -> evaluation of impact. No guidance on how many would be needed e.g. 4

Verb: collect and examine evidence to make judgments and appraisals; describe how evidence supports or does not support a judgement; identify the limitations of evidence in conclusions; make judgments about the ideas, solutions, or methods

Improved communication and collaboration

Digital tools such as Microsoft Teams, Zoom, and project management platforms like Monday.com have transformed how staff communicate across locations.

These technologies allow real-time decision-making and seamless collaboration between teams, especially in hybrid workplaces.

However, message overload and the loss of face-to-face cues can lead to misunderstandings, showing that more communication does not always mean better communication.

Increased efficiency through automation and AI

Businesses now use automation for payroll, scheduling, and customer service chatbots, improving speed and accuracy in repetitive tasks.

This allows staff to focus on higher-value work, boosting productivity and lowering costs.

Yet, automation can also displace certain roles, requiring reskilling and careful management to prevent reduced job security and morale and also maintain the same level of service e.g. customers may not like having to speak to a robot.

Greater access to professional development

Online learning platforms such as Coursera and Udemy allow employees to upskill flexibly, at lower cost, and at times that suit their schedules.

This supports continuous learning and adaptability in a rapidly changing workplace.

However, the expectation of constant upskilling can place pressure on employees, and online learning may not always match the engagement of in-person training.

More data-driven decision-making

Human Capital Management (HCM) and analytics systems track performance, attendance,

and engagement, giving managers accurate data for appraisals.

This transparency supports fairer evaluations and targeted support for staff development. Nonetheless, over-reliance on performance metrics can overlook creativity and emotional intelligence, and raises privacy concerns around employee monitoring.

Changing work patterns and flexibility

Digital tools such as Zoom, Slack, and cloud-based file systems have made remote and hybrid work possible for many employees.

This flexibility supports work–life balance and allows firms to hire talent from anywhere, increasing diversity and access to skilled workers.

However, it can be harder to build company culture or teamwork remotely, and employees may struggle to separate home and work life without clear boundaries.

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14.12 Identify the opportunities and challenges associated with remote and blended working arrangements for both employees and employers.

HL Paper 1 Q1 (b)

Driving Creativity and Sustainability

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- (b) Identify **three** challenges for ProjectOne with their current working arrangements.

Communication and collaboration can be harder to manage as ProjectOne's staff alternate between on-site and remote work. Less face-to-face time can make it more difficult to share ideas naturally and maintain creativity across teams.

ProjectOne's four-day working week can create pressure to meet deadlines and ensure quality standards are still met within tighter timeframes. Projects must be carefully planned to make sure client expectations are achieved despite a shorter work schedule.

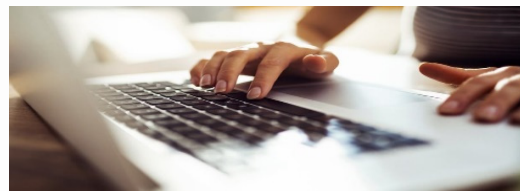
Maintaining company culture and inclusion can be more challenging when some of ProjectOne's staff work remotely more often than others. Managers must ensure everyone feels equally connected, recognised, and involved in decision-making.

There are increased risks of data breaches and technology issues. As ProjectOne designers share confidential client information online, strong cybersecurity and data protection measures are essential.

Monitoring performance and mentoring staff is more difficult remotely. ProjectOne's supervisors may struggle to provide effective feedback or track productivity when employees are working from home.

OL Paper 1 Q3 (b)

- (b) Nearly half of Irish jobseekers would refuse a job offer if it did not include remote working options, according to IrishJobs.ie.



Identify **two** benefits and **two** challenges associated with remote working for an employee.

Benefits

Greater flexibility – Employees can balance work with personal life, avoiding long commutes and managing responsibilities like childcare.

Increased autonomy – Employees have more control over how and when they complete tasks, allowing them to work when most productive.

Access to wider job opportunities – Remote work enables employees to apply for roles beyond their local area.

Challenges

Isolation and reduced social interaction – Working from home can lead to loneliness and

Sample Papers - Workpack

disconnection from colleagues.

Work-life balance difficulties – Employees may find it hard to switch off from work or separate personal and professional time.

Technology skills and dependency – Reliable internet, suitable devices, and digital skills are essential, which not all employees have.

14.14 Outline the importance of corporate wellness* and investigate the impact of corporate wellness on employee motivation and organisational culture.

HL Paper 1 Q4 (d)

(d)



The Dexcom plant in Athenry will incorporate a 2.1km nature trail around the facility.

Discuss **four** ways employee motivation can be influenced by corporate wellness initiatives.

Makes staff feel valued and supported

When a business offers initiatives such as flexible working hours or onsite fitness classes, employees feel recognised as individuals rather than just workers. This sense of being valued builds trust and loyalty, motivating staff to perform better and remain committed to the organisation.

Reduces stress and improves work-life balance

Wellness measures like mental health days, counselling services, or financial wellbeing supports help employees manage personal and professional pressures more effectively. Lower stress levels allow staff to focus better on their tasks, boosting overall motivation and productivity.

Improves physical and mental health

Providing access to group fitness challenges or free health checks can improve employees' wellbeing and energy levels. When staff feel physically healthier and mentally more resilient, they are more engaged and enthusiastic in their work.

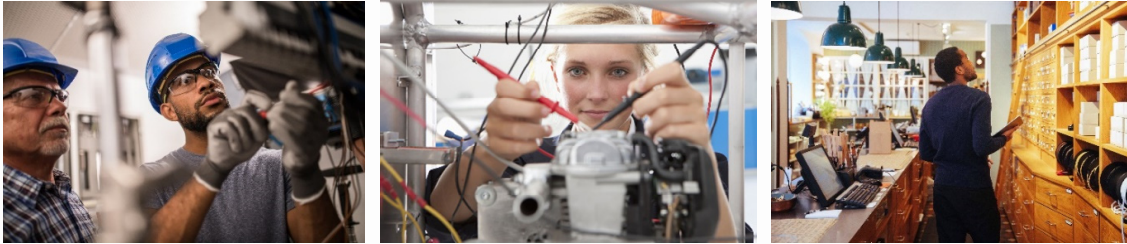
Builds relationships and belonging

Team-based wellness programmes or community projects encourage social connection and collaboration across departments. When employees feel part of a supportive team environment, their motivation to contribute and stay with the business increases.

OL Paper 2 Q1 (e)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.

(e) PJ is committed to Corporate Wellness.

(i) Identify evidence of this in his business.

PJ accommodated Wojciech's request to reduce his physical workload due to health reasons. Instead of losing an experienced staff member, PJ reassigned him to a less physically demanding role as a delivery driver, supporting both his health and continued employment.

(ii) Outline **one** benefit to a business of maintaining a focus on wellbeing in the workplace.

- **Improved staff retention:** Employees who feel cared for are more loyal and less likely to leave, reducing recruitment and training costs.
- **Higher productivity:** Healthy, supported employees perform better and have lower absenteeism.

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- **Positive reputation:** A workplace known for valuing wellbeing attracts skilled employees and builds a stronger employer brand.
- **Better team morale:** Focusing on wellbeing encourages teamwork, communication, and a positive organisational culture.

14.15 Identify the role of leadership in promoting corporate wellness.

OL Paper 1 Q3 (c)

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

Lead by example – Managers can model healthy habits and take part in wellness initiatives themselves, showing employees that wellbeing is genuinely valued.

Allocate resources – Providing time, funding, and staff support for wellness programmes ensures they are meaningful and effective.

Foster a supportive environment – Encouraging open discussions about stress or health challenges helps create trust and prevents burnout.

Communicate clearly and often – Regular updates about wellness goals and successes keep employees engaged and reinforce its importance.