

**Chapter 9**  
**Human Resource Management**

**2019 Q1 Short**

Column 1 is a list of business terms. Column 2 is a list of possible explanations for these terms.

	Column 1: Terms		Column 2: Explanations
1	Job Description	A	The number of subordinates who report directly to a manager.
2	Norming	B	Shows the qualifications, experience and skills required.
3	Manpower Planning	C	A stage in team development.
4	Person Specification	D	The reporting structure from the top of the hierarchy to the bottom.
5	Chain of command	E	Having the right number of employees with the right skills in the right place at the right time.
		F	Defines the main duties and responsibilities.

**MS: 3,2,2,2,1**

1	2	3	4	5
F	C	E	B	D

**2018 Q10 Short**

Distinguish between **induction training** and **staff development**

**MS: (3+3) + (2+2)**

**Induction training** is necessary for all **new employees** joining a business. It **familiarises** new employees with the business, its employees, its **culture** and its **systems and procedures**.

The aim is to make employees fully productive as soon as possible.

**Staff Development** is a **long term approach** taken with **existing employees** to encourage them to take on **new challenges** and to **realise their full potential**.

Aim is to bring all employees to a higher level in terms of their general skills of leadership, and communication.

## 2014 Q5 (A)

Outline the stages in a 'recruitment and selection' process, using the following headings: (i) Internal and External Recruitment (ii) Job Description and Person Specification (iii) Job Interview.

**MS: 5m (3m & 2m) x 5 – Candidates lost marks here as they only gave one piece of key information for each point – make sure to know at least two points of relevant information per heading, especially when you are given the heading in the question.**

**Internal recruitment**

This is hiring a current employee for a **new position within the firm**.

The employee is **familiar with the culture, policies and work practices** of the firm. **Training and advertising costs are decreased** as the job is advertised internally e.g. on a **staff noticeboard/e-mail**

**External recruitment**

The job is **advertised outside the firm** e.g. on a **jobs website/in a recruitment agency/in the newspaper** to attract external candidates.

The new employee may have skills and experience that may be required by the business but is **not present** among existing staff.

An external candidate might bring a **fresh perspective** to the workplace and also **avoid jealousy** amongst the present staff if an internal candidate was promoted.

**Job Description**

Sets out the **responsibilities** of the job and the **key tasks** to be performed.

It defines where the job is **positioned** in the **organisation** structure and who **reports** to whom. It shows potential candidates the **job title, salary, hours, duties** and **responsibilities** associated with the job available.

**Person Specification**

A person specification sets out the kind of **qualifications, skills, experience** and **personal attributes** a successful **candidate should possess**.

The HRM can compare candidates against each other using this e.g. level of academic achievement.

**Job Interview**

A job interview is a process in which an employer **evaluates** a potential employee for prospective employment in the company.

Interviews generally take the form of **interview panels** where a number of **interviewers** interview **one candidate**.

The process attempts to **determine the candidate's ability to do the job, get along with other employees, work in teams** and **contribute to the business** in an innovative and effective manner.

**2018 Q6 (A)**

Read the information supplied and answer the question which follows.

*The Area Manager Programme is a critical part of our business. What sets us apart from our competitors is the calibre of people in our stores.*

**Source:** [www.aldirecruitment.ie](http://www.aldirecruitment.ie)

Discuss the role of the following in the effective recruitment and selection of an Area Manager for a large supermarket chain:

**Person Specification; Job Description; Panel Interview.** (20 marks)

**MS: 2@7(5+2); +2m for reference to 'Area Manager'; 1@4 (Panel interview)**

**Person Specification**

Sets out the professional qualifications, experience and key characteristics and skills required by the successful candidate for the job advertisement. With requirements stated in the person specification the recruitment and selection process is free from bias and the HR department is most likely to get the best candidate for Area Manager.

**E.g.:** Area managers would require detailed knowledge of retail trade

**Job Description**

A job description relates directly to the nature of the position itself, rather than the person required to fit it.

Main duties, tasks and responsibilities involved in the job, job title, who the Area Manager reports to, the salary, the expectations (targets).

**E.g.** This will help the right candidate choose to apply for the Area Manager job, saving the HR department time in screening candidates for interview.

**Panel Interview**

A selection technique used to choose the candidate who most closely matches the criteria set out in the person specification.

The candidate is interviewed by a **group of interviewers** who meet the candidate in order to reduce the effect of a single interviewer's personal bias and help avoid gender balance and distribute questions across the panel

**E.g.** This will help choose the best candidate for the Area Manager job as together they can determine the candidate that fits with the corporate culture.

**2016 Q5 (A)**

*SuperSave, a supermarket chain located in the south west, is considering updating its IT system to link all its stores and to modernise all its operations. It intends to implement a new Quality Assurance programme throughout all its stores. It is also considering a major recruitment campaign.*

Discuss the benefits of both internal and external recruitment for management positions, for a business such as SuperSave.

**MS: 4 x 5m (2+3) (2 Internal/2 External)**

**Internal recruitment**

1. If a SuperSave employee was promoted in to management, they would be **familiar with the culture, policies and work practices** of the firm, so could be **efficient and effective straight away** in the role.
2. If a SuperSave employee was promoted in to management **they would need less induction training, reducing costs and advertising costs** are also **decreased** as the job is advertised internally e.g. on a **staff e-mail**.

**External recruitment**

1. The new employee may have **skills and experience** that may be required by the business but is **not present** among **existing SuperSave** staff.
2. An external candidate might bring a **fresh perspective** to the workplace and also **avoid jealousy** amongst the present SuperSave staff if an internal candidate was promoted.

## 2013 Q5 (B)

Explain the different types of financial and non-financial rewards for employees in a business. (20 marks)

MS: 2 @ 5m (2+3) x 2 financial and non-financial

**Financial reward: Time Rate**

With time rate, payments of a **fixed amount per hour** for a **fixed number of hours per week** are made to employees. If the employee works more than the fixed number of hours **overtime** is paid at different rates above the minimum e.g. **time and a half or double time**.

**Financial reward: Commission**

This is a type of financial reward where **payment is made according to value of the amount sold**, e.g. payments to a sales person (10%) in proportion to the level of sales achieved. It has the advantage of **directly encouraging sales**.

*Other: Piece Rate, Bonus, Profit-sharing schemes; Employee Share Ownership Scheme*

**Non-financial Rewards: Benefit-in-kind**

This is also known as a **perk** or a **fringe benefit**. It takes the form of goods or a service given to employees **rather than money**. Benefits-in-kind are often used to raise the **status** of a position in a firm and **to boost morale**. E.g. **meal vouchers, company cars and health insurance**.

(NOTE: Benefit-in-kind can be **considered financial or non-financial** depending on whether it is taxable or not).

**Non-financial Rewards: Flexi-time**

This allows employees the **freedom to choose their own work hours** within an **agreed time frame** e.g. workers may have to be in the workplace between 10am and 1pm only. This allows employees to **work from home** and organise for example **their childcare arrangements more efficiently**.

*Other: Work Conditions e.g. canteen/gym; Job sharing; Job Satisfaction/ Job enrichment/ Job enlargement*

2017 Q6 (A) – As answered above (financial points only as per Q)

Outline the financial rewards used for motivating employees. (15m)

**2021 Q6 (C)**

Read the information supplied and answer the questions which follow.

*Businesses offer a range of rewards to attract high calibre staff.*

(i) Explain the following types of financial and non-financial rewards.

**Commission                  Employee Share Purchase Plan      Flexitime**

(ii) Describe **one** other type of reward that you believe motivates employees.  
(25)

**MS: (i) 3@6 (3+3) (ii) 7m (2+3+2)**

(i) **Commission**

Employees earn a percentage of the total sales that they achieve.

Commission can increase the motivation of sales staff to sell goods and services to consumers as the more sales they make, the more commission they will earn.

**Employee share purchase plan**

Employees can buy shares in the company at a discounted price. This can increase the motivation of employees as it is in their interest to work hard and make the business successful so the share price rises, increasing the value of their shares.

**Flexi-time**

Employees are empowered to choose their own working hours within a time-frame. Employees must fulfil their contracted hours. i.e. Employees must work a 40-hour week but can choose to start at 10am and finish at 6pm rather than work the traditional 9am to 5pm.

(ii)

**Bonus**

Having a one of payment for a completed objective can push staff to work hard to reach their goal.

## 2010 Q5 (A)

*Performance appraisals are a valuable way to communicate with employees and may boost business productivity in difficult times.*

- (i) Explain what is meant the term *performance appraisal*.  
 (ii) Outline the benefits of performance appraisal for a business.

**MS: 5m (3m + 2m) + 3 x 5m (3m + 2m)**

(i) The Human Resource usually carries out the appraisal which **reviews /evaluates /assesses the performances** of the **employees** in business. They **review the quality of the work**, the **progress** the person has made or the **capability** of the person in a **formal discussion** with the employee. They **set targets/expectations**, **highlight problems** employees may be encountering or **resources needed e.g. training**.

(ii) **Increased productivity**

**Targets are set with management** which can increase employee motivation knowing that they will be **re-assessed in the next appraisal**.

Performance appraisals **open communication** and **make staff feel more involved in the business**, improving **attitude** and **behaviour development**, **fostering a positive relationship** between management and staff. This leads to greater productivity from employees.

**Retain the right staff/ identify poorly performing staff:**

Regular appraisals can help a business **identify top talent** and ensures that these employees are **retained** and **guided towards reaching** the businesses **plans** and objectives.

A business can **identify employees who are not reaching their potential**.

They can try to **motivate them with targets** or look to move them on from the company. E.g. **redundancy/not renewing contracts**

**Selection and Training:**

It helps a business decide if **too much or too little training is being delivered** in various departments of the business. e.g. they may need to reduce training in some departments that have a high staff turnover and thereby reduce business costs. They might find some departments require more training e.g. in Excel, if a lot of employees are weak in the same area.

**2015 Q6 (B)**

Outline the benefits of *performance appraisal* for **employees** in a business.  
(15 marks)

**MS: 3 @ 5m (2+2+1) State, explain, benefit for the employees**

**Motivation/Job satisfaction**

Regular appraisals **open communication** with management and the employee. This helps **foster a positive relationship between management and staff** and helps ensure high performance standards.

The benefit to the employee is the **employee is much happier** in work and should get better **job satisfaction** and help them **reach their potential**.

**Training and development**

The performance appraisal interview **can identify training and career development needs for employees** and **provide appropriate training**. They can also evaluate the effectiveness of training programmes already provided.

The benefit to the employee is that **the level of training they receive is reviewed so that it can be improved if needed**.

**Promotional path/Recognition**

It identifies **hidden strengths in employees** which can be used and **recognizes achievements**. **Promotion decisions** can be influenced by an appraisal.

The benefit to the employee is that they get a chance to **tell management all the great things they've done in their job** that management may otherwise have **been unaware of**.

**Other: Industrial Relations, Feedback, Prioritising goals**



**2019 Q6 (C)**

**Q6 (C)** Discuss the reasons why management carry out performance appraisal.

**MS: 3@5(2+3)**

1. To **review the progress of employees** in order to determine the appropriate **reward**. This may help decide on suitable wages for employees or discuss the possibility of a pay rise.
2. **Goals can be set for future performance** and these targets can be agreed by employees. They can give feedback on performance based against the expected standard. Goals can be **motivating** for staff, **increasing productivity**.
3. Management **obtain feedback** from employees on what **resources** they **require/training, retraining needs or additional supports**.
4. It can be used to **highlight the best workers** or identify leadership characteristics shown by staff. They can assess each employee's **potential for promotion** or a bonus or extension of a contract.