

Question 5(a)

Candidate A

a) [The primary sector is when raw materials are extracted from the land] ie farming.	1
[The secondary sector is when the raw materials are then turned into goods] ie factories.	1
[The tertiary sector is when a business provides a service] ie hairdressing.	1
[The quaternary sector is associated with IT], information services i.e google.	1

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Candidate B

5) a) The first sector of industry is the	
[primary industry where raw materials	
are obtained.]	

1

The second sector is the [secondary industry	
where products are manufactured.]	
The third sector is the private ^{Public} sector where	
services are provided, such as hairdressers, etc.	
The last sector is the [quaternary sector	
where information is provided. Example ICT.]	

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Question 5(b)

Candidate A

b) [One advantage of using appraisals	
... is that it allows employees to	
set new targets for themselves,	
which makes them feel they have	
a purpose.]	1
[One disadvantage of appraisals is	
that it is time consuming to carry out]	1
for all members of staff in the company.	
Another disadvantage of appraisals is	
that it can potentially demotivate	
staff. ...	
Another [advantage of appraisals is that	
it allows line managers to see	
performance of an employee over a period	
of time.]	1
Finally, another [advantage of	
appraisals is that other staff get	
to give feedback from their	
perspective which gives the employee	
more options to improve on.]	1

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Candidate B

b) [It can motivate staff as they have set goals to achieve.] [It can demotivate staff if negative feedback is given.] [It can strengthen the relationship between

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managers and employees.] [It can improve staff performance as area for improvement is discussed.] It takes time out

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1

4/5

Candidate C

5b) An advantage of using appraisal in the staff development process is that [it can increase motivation] and [lead to a pay rise] [promotion if the appraisal is positive.] However, a disadvantage of appraisals are if they are negative, it could impact lead to a loss of motivation for employees. FLIP

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Another advantage of appraisals, especially a 360 degree appraisal, is that [you can get viewpoints from how the employee is in different parts of their work, giving you a better understanding of them.] However, a disadvantage of using appraisals are that they can be viewed as ineffectible and a waste of time if negative

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	A third advantage of using appraisals in the staff development process is that [it can identify new targets (goals for the employee to take on,]	
	[as well as a review of current targets]	MAX

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	However, a final disadvantage of using appraisals is that [the employee could take on too many developmental tasks.]	MAX

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Question 5(c)

Candidate A

ID EXP	c) one benefit of worker director is it [makes the worker feel empowered this means they will work harder] and be more productive.	1
ID	One benefit of works councils / consultative committees is [it creates a better bond between managers and employees this can help to create a more	
	positive corporate culture.] EXP	1
	One benefit of quality circles is [employees may be more aware of changes that need made than managers this means the decision making will be more effective] EXP beneficial to the business.	ID 1

3/3

Candidate B

5c)	The benefit of worker directors in improving employee relations is that they have a level of expertise which means that they know how to improve relationships between employees and can take the necessary action needed.	
	The benefit of using works councils is that [all opinions and viewpoints will be ^{ID} shared which means that workers motivation will improve, leading to greater employee relations.]	1
	The benefit of using quality circles is that everyone from different parts of the organisational chart comes together, therefore which means that you gain a wider and deeper understanding of the levels of <u>employee relations</u> throughout the organisation and how this can be improved.	

Candidate C

• [Works councils allow employees to work together with managers to stuge discuss factors affecting the business which can make them less resistant to change as a result.]	ID	EXP	1
• [Quality circles may improve communication between production staff and managers as they are more confident to raise issues and assured that they will be addressed by management.]	ID	EXP	1
• [Worker directors mean that employees are given a voice amongst the board of directors and conflicts may decrease as they have an opportunity to give their opinion.]	ID	EXP	1

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Question 5(d)

Candidate A

d)	
One reason workforce planning is	
important to an organisation is because	
[it prepares a business if someone	
currently working there will need to	
be replaced at some point].	1

Another reason it is important is	
so that production isn't lost due	
to absent employees.	
Finally, another reason workforce	
planning is important is that so	
a plan is in place for when	
someone is promoted and someone	
else is required to take their previous	
position.	

1/3

Candidate B

5(a) One importance of workforce planning for an organisation is that [it helps identifies

labour needs. This means it can identify departures, retirements of employees and see where vacancies in each department need filled] Another importance is that it [can identify employees needs. This means it can evaluate if training needs to be updated or any skills of employees need to be improved] in order for the organisation to continue improving. Another importance is that it [can identify and skills missing from the organisation] This means that they can go out and plan for future positions incorporating these skills that the organisation needs to increase its resiliency.

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3/3

Candidate C

5(d) • Workforce planning [allows an organisation to ensure that the correct levels of staff are met at all times.]	1
• It [identifies development needs for existing employees] so they are always at their best to serve the organisation.	1
• It ensures that no gaps are left within the organisation ^{REP} so that customer dissatisfaction or ineffective processes occur.	
• It looks to the future to anticipate [the <u>needs</u> of the organisation so that staffing and <u>training</u> are foreseen well in advance].	1

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