

## Question 5(a)

### Candidate A

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

## Candidate B

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

	The second sector is the secondary industry where products are manufactured.	
	The third sector is the <del>private</del> <sup>Public</sup> sector where services are provided, such as hairdresser, etc.	
	The last sector is the quaternary sector where information is provided. Example ICT.	

## Candidate C

5.a. Primary sector is for the extraction of raw materials, for example, farming. Secondary sector is for the manufacturing of goods, for example, car manufacturing. Tertiary sector is for providing a service to end-users, for example, hairdressing. Quaternary sector is providing information technologies to other businesses.	

## 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.	
One disadvantage of appraisal is	
that it is time consuming to carry out	
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.	
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.	

## 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	

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

## Candidate C

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.

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

3b) 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.

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 ineffective and a waste of time if negative.

## Question 5(c)

### Candidate A

c) one benefit of worker director is it makes the worker feel empowered this means they will work harder and be more productive.	
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.	
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 / beneficial to the business.	

## Candidate B

5.c)	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 worker councils is that all opinions and viewpoints will be shared which means that workers' motivation will improve, leading to greater employee relations.
	The benefit of using quality circles is that everyone from different parts of the organisational chart comes together, <del>therefore</del> which means that you gain a wider and deeper understanding of the levels of employee relations throughout the organisation and how this can be improved.

## Candidate C

<p>• Works councils allow employees to work together with managers to <del>sugge</del> discuss factors affecting the business which can make them less resistant to change as a result.</p>	
<p>• 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.</p>	
<p>• 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.</p>	

## 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.	

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.	

## 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.

## Candidate C

5(d)	<ul style="list-style-type: none"><li>• Workforce planning allows an organisation to ensure that the correct levels of staff are met at all times.</li></ul>
	<ul style="list-style-type: none"><li>• It identifies development needs for existing employees so they are always at their best to serve the organisation.</li></ul>
	<ul style="list-style-type: none"><li>• It ensures that no gaps are left within the organisation so that customer dissatisfaction or ineffective processes occur.</li></ul>
	<ul style="list-style-type: none"><li>• It looks to the future to anticipate the needs of the organisation so that staffing and training are foreseen well in advance.</li></ul>