CAIE AS LEVEL BUSINESS (9609)

MODEL ANSWERS | 30 SHORT QUESTIONS | 75 MARKS

Prepared by Omer Altaf • Suggested answers; accept other accurate, sufficiently developed responses.

CHAPTER 10 | HUMAN RESOURCE MANAGEMENT

Q1. Workforce planning [2 marks]

The process of forecasting the number of employees and skills a business will need in the future to achieve its objectives.

Q2. Labour turnover [2 marks]

The percentage of employees leaving a business over a given period, usually one year, relative to the average number employed.

Q3. Person specification [2 marks]

A document identifying the qualifications, skills, experience and personal qualities required of a suitable applicant for a job.

Q4. Redundancy [2 marks]

When an employee loses their job because the job or role is no longer required by the business, rather than because of their performance.

Q5. Employee appraisal [2 marks]

A formal assessment of an employee's performance against agreed objectives, often used to identify development needs and set new targets.

Q6. Internal recruitment [3 marks]

It is usually quicker and cheaper because the business can appoint an existing employee without paying for external advertising or extensive induction training.

Q7. Job description vs person specification [3 marks]

A job description sets out the tasks and responsibilities of a position, whereas a person specification identifies the skills and qualifications an applicant needs to carry out those tasks.

Q8. Off-the-job training [3 marks]

Employees can learn specialist skills from expert trainers away from their workplace, helping them perform tasks more accurately and improving productivity when they return.

Q9. High labour turnover [3 marks]

Poor working conditions may cause employees to become dissatisfied and leave for other employers, increasing the number of staff departures.

Q10. Employee welfare [3 marks]

Better welfare, such as safer working conditions, can improve morale and loyalty, reducing absenteeism and helping the business maintain productivity.

CHAPTER 11 | MOTIVATION

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Q11. Motivation [2 marks]

The internal and external factors that stimulate employees to work towards achieving goals and performing their jobs effectively.

Q12. Piece-rate [2 marks]

A payment system in which employees receive a fixed amount for each unit of output they produce.

Q13. Job enrichment [2 marks]

Increasing the depth of a job by giving an employee more challenging tasks, responsibility or decision-making authority.

Q14. Performance-related pay [2 marks]

A financial reward system that links an employee's pay or bonus to the achievement of specified performance targets.

Q15. Job rotation [2 marks]

Moving employees between different tasks or jobs periodically to increase variety and develop a wider range of skills.

Q16. Bonuses [3 marks]

A bonus rewards employees for meeting targets, giving them a financial incentive to work harder and potentially increasing output.

Q17. Maslow's hierarchy [3 marks]

Managers can identify an unmet employee need, such as esteem, and provide recognition or promotion opportunities, which may encourage greater effort.

Q18. Herzberg: motivators vs hygiene factors [3 marks]

Motivators, such as achievement and recognition, can create job satisfaction; hygiene factors, such as pay and working conditions, mainly prevent dissatisfaction when adequate.

Q19. Job enrichment [3 marks]

Giving employees greater responsibility can create a sense of achievement and recognition, increasing job satisfaction and motivation.

Q20. Teamworking [3 marks]

Working in teams can fulfil employees' social needs and create a sense of belonging, improving morale and willingness to cooperate.

CHAPTER 12 | MANAGEMENT

Q21. Management [2 marks]

The process of planning, organising, directing and controlling business resources and activities to achieve organisational objectives.

Q22. Autocratic management style [2 marks]

A leadership approach in which managers make decisions themselves with little or no consultation with employees.

Q23. Democratic management style [2 marks]

A leadership approach in which managers involve employees in decision-making and consider their views before deciding.

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Q24. Paternalistic management style [2 marks]

A leadership approach in which managers make decisions they believe are in employees' best interests, while retaining final authority.

Q25. Laissez-faire management style [2 marks]

A leadership approach in which employees are given considerable freedom to make decisions and organise their own work, with limited direct supervision.

Q26. Fayol's management functions [3 marks]

Planning involves setting objectives and deciding the actions and resources needed to achieve them, helping departments work towards common goals.

Q27. Democratic management [3 marks]

Employees can contribute ideas to decisions, making them feel valued and increasing their commitment to implementing those decisions.

Q28. When autocratic management is appropriate [3 marks]

During a safety emergency in a factory, a manager may need to issue immediate instructions without consultation so employees act quickly and avoid injury.

Q29. Theory X vs Theory Y [3 marks]

Theory X assumes employees dislike work and need close supervision, whereas Theory Y assumes employees can be self-motivated and accept responsibility.

Q30. Effective management [3 marks]

Clear planning and coordination can reduce wasted resources and duplicated work, improving efficiency and helping the business achieve its objectives.

Marking guidance: For 2-mark definitions, reward the accurate core meaning and a relevant distinguishing feature. For 3-mark explanations, reward a clear point with relevant development; award marks according to the specific question and applicable CAIE mark scheme.

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