

6 Decision making to improve human resource performance

Labour problems at XYZ plc

REVISED

- a A hard human resource approach treats employees as just another asset that must be used as efficiently as possible, whereas a soft human resource approach treats employees as valuable assets who have self-direction and can be trusted. (4 marks)
- b Implications of XYZ missing its human resource targets include higher costs, possible difficulties in recruitment and motivation problems. Any explanation needs to be developed in the context of XYZ, e.g. by using the figures in the table to support the answer.

Level	Descriptor	Marks
3	Such answers will be well explained and applied to the context.	6–5 marks
2	Such answers will demonstrate some knowledge and application to the context.	4–3 marks
1	Such answers will demonstrate some knowledge and understanding but lack application.	2–1 marks

- c Potential benefits of job redesign include lower costs, greater engagement of the workforce and greater motivation. This may result in an increased likelihood of achieving human resource targets. Answers should develop a line of argument set in the context of the case.

Level	Descriptor	Marks
3	Such answers will demonstrate knowledge and understanding of the key issues. Lines of argument (analysis) will be developed in depth, focusing on the question set and applied to the context in detail.	9–7 marks
2	Such answers will demonstrate knowledge and understanding in attempting to answer the question set. Lines of argument are likely to be in context but lack development.	6–4 marks
1	Such answers will demonstrate a limited knowledge and understanding of the issues. Any analysis/explanation is descriptive and lacking in relevant application.	3–1 marks

- d Good answers are likely to look collectively at what the motivational theories have to offer,

e.g. the importance of involvement in decision making, responsibility and recognition in motivating and engaging a workforce. They are also likely to reflect on the fact that no one theory can be taken as a blueprint for motivation as each workplace will be different.

In evaluation, the case can be used to support the argument above, as Harvey appears to have looked at a number of theories in order to introduce a scheme that might best suit his business.

Level	Descriptor	Marks
4	Such answers will demonstrate excellent knowledge and understanding of the key issues. Lines of argument (analysis) will be well developed, in depth, focused on the question set and applied to the context in detail. Any judgements will clearly and effectively answer the question set and be fully supported by the evidence presented.	16–13 marks
3	Such answers will demonstrate knowledge and understanding of the key issues. Lines of argument (analysis) will be developed, focusing on the question set and applied to the context in question. Any judgements made will address the question set, have some balance and be supported by evidence.	12–9 marks
2	Such answers will demonstrate some knowledge and understanding in attempting to answer the question set. Lines of argument are likely to be in context but lack development. Any judgements made will have some supporting evidence but may not be fully focused on the question set and may be lacking in balance.	8–5 marks
1	Such answers will demonstrate a limited knowledge and understanding of the issues. Any analysis/explanation is descriptive and lacking in relevant application. Any judgements made are likely to be assertions with little or no supporting evidence.	4–1 marks