

## Human Resources

Topics	Explanatory Notes	12	13	14	15	16	17	18	19	20	21
<b>Functions of Human Resources Management</b> • Manpower	(i) Explain the importance of manpower planning for an organization.			√		√			√		
	(ii) Describe the manpower planning process. - Approaches and process of job analysis are not required				√						
<p>(i)</p> <p>◆ <b>14-Q8</b> The retail industry in Hong Kong has been facing many challenges, including a shortage of salespersons and rising rentals.            (a) With reference to four <b>human resources management HR functions</b>, suggest ways in which a jewelry retail chain can <b>cope with the shortage of salespersons</b>. (8 marks)</p> <p>◆ <b>16-Q8: 8.</b> A fast food chain is going to set up a new branch and is considering hiring shop supervisor for the branch through internal recruitment. At the same time, in order to fulfil corporate social responsibility, the chain is planning to hire people with mild mental and physical disabilities for the branch.            (b) With reference to the functions of human resources management, suggest <b>support measures</b> that the chain could provide to employees with <b>mild mental and physical disabilities</b>. (12 marks)</p> <p>◆ <b>19-Q1</b> A bus company has started manpower planning and forecasted that its demand for bus drivers will increase. Describe the remaining three <b>steps of this manpower planning process</b>. (6 marks)</p> <p>(ii) <b>15-Q7</b> (c) Explain two <b>limitations</b> of using <b>interview</b> as a means of <b>choosing beauty consultants</b> for the beauty centre. (4 marks)</p> <p>◆ <b>15-Q8: 8.</b> In view of its promising prospects, a listed fashion retail chain is planning to expand its business and is considering using debt or equity financing</p>											

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• <b>Staffing</b>	(iii) Describe the staffing process.										
	(iv) Compare different methods of staffing.		√	√		√	√				

(iv)

- ◆ **13-Q10:** As its product reaches the **growth stage** of the **product life cycle**, a company considers expanding its business and recruiting more managers internally.  
(b) Explain the advantages to the company of **recruiting managers internally**. (8 marks)
- ◆ **14-Q8:** The retail industry in Hong Kong has been facing many challenges, including a shortage of salespersons and rising rentals.  
(a) With reference to four **human resources management HR functions**, suggest ways in which a jewelry retail chain can **cope with the shortage of salespersons**. (8 marks)
- ◆ **16-Q8: 8.** A fast food chain is going to set up a new branch and is considering hiring shop supervisor for the branch through internal recruitment. At the same time, in order to fulfil corporate social responsibility, the chain is planning to hire people with mild mental and physical disabilities for the branch.  
Describe the **advantages** of hiring shop supervisor through **internal recruitment**. (8 marks)  
(b) With reference to the functions of human resources management, suggest **support measures** that the chain could provide to employees with **mild mental and physical disabilities**. (12 marks)
- ◆ **17-Q5: (d)** Outline two **limitations** of appointing a customer relationship managers through **internal recruitment**. (4 marks)
- ◆ **19-Q7b** ii) Explain the advantages of different **external recruitment channels**.

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• <b>Performance management</b>	(v) Describe the objectives of performance management. Performance appraisal		√	√		√					
	(vi) Describe the basic steps in the performance management process.							√		√	
<p><b>20-Q3</b> After conducting the performance appraisal for its salespersons, a shop selling sportswear decided to promote a junior salesperson to a senior post. Describe the steps in the performance appraisal process before making the promotion decision. (6 marks)</p> <p><b>18-Q8b)</b> Illustrate the steps in conducting a performance appraisal for the course instructors. (12 marks)</p> <p><b>16-Q4</b> Briefly describe two objectives for a company of appraising the performance of its salespeople (4 marks)</p> <p><b>16-Q4 (b)</b> Explain two <u>performance appraisal methods</u> that can be adopted by Grassland to <u>assess the performance</u> of the merchandisers.(4marks)</p>											

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• <b>Compensation and benefit management</b>	(vii) Describe the characteristics and advantages of <b>monetary and non-monetary rewards</b> .	√	√		√			√	√		
	(viii) Compare different forms of compensation. - Forms: <i>time-based pay (hourly, daily, monthly) Vs</i>								√		
	(ix) Explain the purposes of benefits.				√	√	√				

### **Compensation and benefit management**

- ◆ **15-Q6:** (d) Suggest four non-monetary rewards that Lucky could give to its salespeople. (4 marks)
- ◆ **13-Q8** (b) Apart from providing above market level salaries, suggest three other types of monetary compensation methods that Wing Hung (a locally-based department store chain established seventy years ago) could adopt to motivate its employees to perform better. (6 marks)
- ◆ **12-Q1** What is indirect compensation?(non-monetary) State two purposes of providing indirect compensation to employees (6 marks)
- ◆ **15-Q3** Explain three benefits to a company of providing orientation programmes to new employees.
- ◆ **16-Q3** Explain three benefits to a company of adopting a direct distribution channel for its products. (6 marks)
- ◆ **17-Q7** (b) Illustrate with examples the purposes of providing **fringe benefits** to the employees of an airline company. (12 marks)
- ◆ **19\_Q4** (c) to increase the inventory turnover, the firm decided to pay salary according to performance. Suggest one form of **performance-base pay** that the firm could introduce. (2 marks)
- ◆ **18-Q6** a) Explain three disadvantages of Johnny's proposal to change the **remuneration system**. (6 marks)

Topics	Explanatory Notes	12	13	14	15	16	17	18	19	20	21
• <b>Training and development</b>	(x) Explain the objectives of training and development.	√	√	√	√		√				
	(xi) Evaluate the effectiveness of different modes of training. <i>suggest various on-the-job and off-the-job training methods</i>				√	√			√		√

- ◆ **20-Q6d:** (i) From the perspective of Sum Kee (a wholesaler of electrical appliances in HK), explain two reasons for arranging off-the-job training instead of on-the-job training for the salespersons. (4 marks)  
(ii) Suggest one off-the-job training method for Sum Kee that could improve the performance of its salespersons. (2 marks)
- ◆ **19-Q6d:** (i) **on-the-job training** for newly-recruited sales trainees
- ◆ (ii) **Adv** of on-the-job over off-the-job training
- ◆ **12-Q7:** (a) From the perspective of human resources management, identify two possible **consequences** of crew members' **low morale** to Skyline Airways. (4 marks)
- ◆ **12-Q8:** Training of front-line staff is important to banks.  
Describe the **steps** that a bank should take to **perform its training function**. (10 marks)
- ◆ **13-Q8:** (c) With reference to two **characteristics of service**, give one reason each to explain why **training** can help Wing Hung to meet today's **service standard**. (4 marks)
- ◆ **14-Q6:** Grassland has identified the **training needs** of its merchandisers. Describe three of the remaining **steps** that it should take in the **training process**. (6 marks)
- ◆ **15-Q3:** Explain three benefits to a company of providing **orientation programmes to new employees**.
- ◆ **17-Q3:** Outline three **objectives** of providing **training** to the **drivers** of a transportation company. (6 marks)
- ◆ **16-Q7(c):** Suggest three off-the-job training methods and state how each of them can help the sales learn of Central wash increase the success rate of personal selling. (6 marks)

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Development of a Quality Workforce	(i) Apply the following motivation theories to enhance staff efficiency and reduce absenteeism: 1. Maslow's Hierarchy of Needs Theory 2. Herzberg's Dual-factor Theory 3. McGregor's Theory X and Theory Y	√	√			√	√		√	√	
	(ii) Suggest appropriate internal communication programmes to enhance employee relations.							√		√	

- ◆ **20-Q8:** The staff turnover rate of a hair salon has been quite high in recent months. Besides, a large number of complaints have been received from customers about a deterioration in service quality.
  - (a) Applying Maslow's Hierarchy of Needs Theory, suggest ways to reduce the staff turnover rate of the hair salon. (10 marks)
  - (b) With reference to the characteristics of service, propose ways to improve the service quality of the hair salon. (10 marks)
- ◆ **20-Q5e:** Suggest two internal communication programmes that could help the new waiters to adapt to the working environment (Happy Café). (4 marks)
- ◆ **18-Q3:** Suggest three **internal communication programmes** that could enhance the employee relations of a large enterprise. (6 marks)
- ◆ **19-Q6c:** Herzberg's Dual-factor Theory
  - (i) attractive remuneration and comfortable working environment
  - (ii) two ways to motivate staff
- ◆ **18-Q6: b)** With reference to the assumptions of McGregor's Theory X and Theory Y,
  - i) give one piece of information from the case to support Johnny's view that the staff of Sun Fung Company belong to the **Theory Y type**. (1 mark)
  - ii) Suggest two other ways in which Sun Fung Company could **motivate** its staff. (4 marks)
- ◆ **17-Q5** (b) With reference to Maslow's hierarchy of needs, explain two levels of needs which Marco's retail chain may not currently satisfy for its salespersons.. (4 marks)
- ◆ **16-Q2** With reference to Herzberg's Dual-factor Theory, suggest two factors that can lead to job satisfaction for designers in a fashion company. Illustrate your answer with an example of each. (4 marks)
- ◆ **12-Q7** (a) From the perspective of human resources management, identify two possible **consequences** of crew members' **low morale** to Skyline

Airways. (4 marks)

(b) With reference to Herzberg's Dual-Factor theory, suggest three ways to motivate the crew members of Skyline Airways. (6 marks)

- ◆ **13-Q8** (a) With reference to McGregor's **Theory X and Theory Y** state three assumptions that Richard holds in relation to **managing** his employees. Illustrate each with an example. (6 marks)

*“He believes that close supervision and motivation by money are the keys to our success. He pays them salaries at a higher rate than the market level. They are required to listen to his instructions and stick to the existing practices”*