

Pearson BTEC (QCF)

Principles of People Management

Level 3 – R/506/1937

2015 – Practice Test

Time: 60 minutes

Paper Reference

ML-3-24 PT

You must have:

Multiple choice answer sheet
Black pen

Instructions

- Use **black** ink or ball-point pen.
- Answer **all** questions.
- Encircle your answers on the separate answer sheet.

Information

- The total mark for this paper is 50.
- The marks for **each** question are shown in brackets.

Advice

- Read each question carefully before you start to answer it.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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- 1** Which of these is an organisational benefit of employee development programmes? (1)
- Select **one** option.
- A** They attract new recruits
 - B** They increase staff turnover
 - C** They ensure external recruitment
 - D** They encourage social activities
- 2** Employees in an organisation want to have greater scope to progress along pay grades. Which pay structure should the organisation introduce? (1)
- Select **one** option.
- A** Narrow-graded pay structure
 - B** Career families
 - C** Pay spines
 - D** Broad-graded pay structure
- 3** The team has achieved clarification of purpose and established its objectives. According to Tuckman, what is the next stage in its development? (1)
- Select **one** option.
- A** Performing
 - B** Norming
 - C** Forming
 - D** Storming
- 4** This is a **two** part question. Please answer both parts. (1)
- An organisation is faced with the problem of a number of senior executives being due to retire in the next few years.
- (i) Which of these is a suitable workforce planning activity to resolve this?
- Select **one** option.
- A** Strategy setting
 - B** Succession planning
- (ii) Why should managers use a workforce planning approach?
- Select **one** option.
- A** To ensure compliance with an organisation's policies and procedures
 - B** To ensure delivery of long and short term organisational objectives
- 5** Which of these is best practice when carrying out individual performance appraisals? (1)
- Select **one** option.
- A** Conducting the performance appraisal process as a team
 - B** Focusing on criticising performance during the appraisal process
 - C** Involving all possible stakeholders in the appraisal process
 - D** Having a mutual understanding of the appraisal process

6 Which of these is a service provided by the human resource function to other business areas? (1)

Select **one** option.

- A Distribution and logistics
- B Production and quality
- C Training and development
- D Budgeting and controls

7 This is a **two** part question. Please answer both parts. (1)

Despite repeated warnings, an employee consistently arrives late and often leaves early.

(i) What should their manager do next?

Select **one** option.

- A Implement the disciplinary procedure
- B Implement the grievance procedure

(ii) Why do organisations have procedures in place to deal with this type of situation?

Select **one** option.

- A To improve the productivity and efficiency of teams
- B To reduce the likelihood of breach of contract claims

8 How does the human resource function support other departments? (1)

Select **one** option.

- A By purchasing raw materials
- B By implementing quality processes
- C By providing technical support
- D By supporting recruitment

9 Employees have attended a range of development opportunities incorporating all aspects of the VARK model. What benefit does this provide to the employees? (1)

Select **one** option.

- A It allows the trainers to vary their delivery style
- B It helps individuals to identify their preferred learning style
- C It will create situations to meet new colleagues
- D It will ensure that day to day tasks are varied

10 A manager has identified that their department is working as a group of individuals rather than as a team.
Why has the manager come to this conclusion? (1)

Select **one** option.

- A There is less cooperation between team members
- B There are shared goals between team members
- C There is mutual trust between team members
- D There is less conflict between team members

11 A team leader has heard rumours that some staff have discriminated against a colleague on the basis of their religious beliefs.
According to the Equality Act, what is the organisation responsible for doing? (1)

Select **one** option.

- A Disciplining the employees involved
- B Transferring the employee who has been victimised
- C Informing employees of their responsibility to treat everyone fairly
- D Informing employees of their responsibility to maintain safety

12 Following several workplace changes, a manager is concerned that the sales team has become de-motivated.
How should the manager motivate this team? (1)

Select **one** option.

- A Monitor performance and publish results
- B Set meaningful and challenging work
- C Limit development opportunities
- D Provide critical feedback

13 A manager wants to train staff to complete their colleagues' day-to-day, low skill level tasks during periods of absence.
What will the **most** suitable training method be? (1)

Select **one** option.

- A On the job instruction
- B An external course
- C Online learning
- D A formal workshop

14 Which of these is a level of need in Maslow's motivational theory? (1)

Select **one** option.

- A Learning and development
- B Love and belonging
- C Clarity and purpose
- D Cooperation and competence

15 A manager has recruited a team of permanent part-time staff who work different shift patterns.
How is this a potential risk to the organisation? (1)

Select **one** option.

- A** Employees are free to choose when they work
- B** Lack of continuity in work activities
- C** Employee contracts are for a limited duration
- D** Lack of social activity opportunities

16 Why is it important to communicate targets and objectives to a team? (1)

Select **one** option.

- A** It asserts managerial authority
- B** It stimulates critical feedback
- C** It enhances cooperation
- D** It recognises role limitations

17 A manager has arranged a meeting with a member of the team who is **not** reaching their targets.
What should the manager do to support this employee? (1)

Select **one** option.

- A** Summarise colleagues' achievements
- B** Highlight the negative impact on the team
- C** Outline other opportunities within the team
- D** Define expectations for future performance

18 Which component of the total reward strategy includes coaching and mentoring? (1)

Select **one** option.

- A** Work life balance
- B** Developmental opportunities
- C** Compensation
- D** Performance recognition

19 Which of these is a characteristic of an effective performance management system? (1)

Select **one** option.

- A** Ensures conflict resolution
- B** Gives accurate interpretations
- C** Produces reliable data
- D** Recommends future actions

20 An organisation has introduced a new equality of opportunity, diversity and inclusion policy.
What is a potential benefit for employees? (1)

Select **one** option.

- A** Improved job satisfaction
- B** Higher rates of pay
- C** Increased absenteeism
- D** Improved company reputation

21 Two team leaders are in conflict over the use of a meeting room.
Which of Bell and Hart's eight causes of conflict is this? (1)

Select **one** option.

- A** Conflicting goals
- B** Conflicting pressures
- C** Conflicting roles
- D** Conflicting resources

22 Employees within an organisation are paid different amounts for doing similar jobs.
What is the behavioural risk of this? (1)

Select **one** option.

- A** It creates division among staff
- B** It impacts on profitability
- C** It generates adverse publicity
- D** It increases staff training costs

23 Which of these is an advantage for an organisation of its employees voluntarily attending formal training courses? (1)

Select **one** option.

- A** More time away from the job
- B** Increased external job opportunities
- C** Increased staff motivation
- D** More staff requests for study leave

24 Which of these is a technique for developing an established team? (1)

Select **one** option.

- A** Overlooking interpersonal conflicts
- B** Enforcing workplace cultures
- C** Encouraging independent goals
- D** Reflecting on successes

25 An employee wants a contract that will offer job security and maximise their earning potential.
Which type of contract is appropriate for this employee? (1)

Select **one** option.

- A** Agency
- B** Fixed term
- C** Full-time permanent
- D** Part-time permanent

26 Which aspect of the SMART objective should be reviewed when a sales team believes a strategy is impractical? (1)

Select **one** option.

- A** Measurable
- B** Realistic
- C** Time bound
- D** Specific

27 Which of these is part of the performance recognition component of the total reward strategy? (1)

Select **one** option.

- A** Employee job satisfaction
- B** Employee of the month award
- C** Flexible employee contracts
- D** Welfare plans for employees

28 This is a **two** part question. Please answer both parts. (1)

A manager has discovered that a member of their team has been stealing company stock.

(i) Which procedure should the manager follow?

Select **one** option.

- A** Formal disciplinary procedures
- B** Formal appraisal procedures

(ii) Why **must** a formal procedure be used in this situation?

Select **one** option.

- A** To address the misconduct of an employee
- B** To transfer the employees to another department

29 This is a **two** part question. Please answer both parts.

(1)

An organisation needs to expand and is using workforce planning to do this.

(i) Why should this be used?

Select **one** option.

- A** To assist in the achievement of personal goals
- B** To assist in the achievement of operational goals

(ii) Which of these activities is part of workforce planning to investigate this problem?

Select **one** option.

- A** Conducting job analyses
- B** Creating shift timetables

30 A manager has been given the responsibility of producing a report on diversity within a business.

What quantitative method should the manager use to measure one aspect of diversity?

(1)

Select **one** option.

- A** Calculating employee disability percentages
- B** Reading feedback surveys
- C** Observing workplace activities
- D** Holding employee discussion groups

31 An employee has just returned to work after a long period of sick leave.

Which of these is a work environment factor that their manager should consider for them?

(1)

Select **one** option.

- A** Financial situation
- B** Personal resilience to change
- C** Level of support required
- D** Family relationships

32 Which of these learning activities is **most** suitable for an auditory learner?

(1)

Select **one** option.

- A** Listening to a verbal recording
- B** Attending a practical demonstration
- C** Taking part in role play
- D** Reading a textbook

33 During a team meeting, a manager has been informed that members are experiencing job dissatisfaction. According to Herzberg's Two Factors Theory, which of these should be investigated to improve this team's job satisfaction? (1)

Select **one** option.

- A Working conditions
- B Promotional opportunities
- C How stimulating the work is
- D How achievement is recognised

34 How is intervention used as a technique to manage conflict within a team? (1)

Select **one** option.

- A By allowing members to resolve their issues independently
- B By allowing the situation to be resolved as quickly as possible
- C By assigning blame to individual employees
- D By ensuring that individual performance is monitored

35 A manager is considering a range of individual factors to ensure that they are supporting the wellbeing and performance of their staff. Which of these will be included in this? (1)

Select **one** option.

- A Mental health
- B Work demands
- C Organisational change
- D Family situation

36 A manager has been given the responsibility of organising staff rotas. How do the Working Time Regulations impact on this process? (1)

Select **one** option.

- A The entitlement to daily rest periods
- B The right to minimum pay rates
- C The entitlement to a dismissal period
- D The right to have extended hours

37 Which of these is a characteristic of an effective team? (1)

Select **one** option.

- A Individual accountability for outcomes
- B Ambiguous roles for members
- C Individual goals are prioritised
- D Strong interpersonal relationships

- 38** Why is constructive feedback important in employee development? (1)
- Select **one** option.
- A** It defines organisational objectives
 - B** It ensures that processes are effective
 - C** It allows discipline to be applied
 - D** It provides positive reinforcement
- 39** An organisation has revised its pay structure and plans to introduce pay spines. How will this impact on the employees? (1)
- Select **one** option.
- A** Pay will be linked to incremental points
 - B** Pay will be linked to fringe benefits
 - C** Pay will be linked to workplace achievements
 - D** Pay will be linked to career pathways
- 40** Which of these states that an organisation is responsible for taking action against discrimination in the workplace? (1)
- Select **one** option.
- A** Working Time Regulations
 - B** Health and Safety at Work Act
 - C** Flexible Working Regulations
 - D** Equality Act
- 41** An organisation has introduced personal development plans for its employees. How should the plans be used to support employee development? (1)
- Select **one** option.
- A** To classify relevant incentives
 - B** To create a work life balance
 - C** To identify learning opportunities
 - D** To support workplace flexibility
- 42** A manager holds regular meetings with their team members. How does this support the manager in developing the team? (1)
- Select **one** option.
- A** It promotes independent working
 - B** It encourages conflict to develop
 - C** It allows for constructive feedback
 - D** It ensures discipline is enforced

- 43** An employee is keen to progress in their career development.
How should the manager support the employee in this? (1)
- Select **one** option.
- A** Provide service awards
 - B** Encourage them to identify flexible working hours
 - C** Provide monetary rewards
 - D** Encourage them to identify their own learning opportunities
- 44** This is a **two** part question. Please answer both parts. (1)
- A manager has identified a team member that provides focus to the team effort and has the drive to overcome obstacles.
- (i) Which of Belbin's team roles do these behavioural strengths describe?
- Select **one** option.
- A** Shaper
 - B** Implementer
- (ii) What is likely to be a weakness of a team member with these behavioural strengths?
- Select **one** option.
- A** They are forgetful
 - B** They are argumentative
- 45** An organisation has implemented new equality and inclusion policies.
How will this **most** likely benefit an individual? (1)
- Select **one** option.
- A** Improved training opportunities
 - B** Increased competition between staff
 - C** Better staff working relationships
 - D** Greater external job opportunities
- 46** Which of these is a potential benefit for an individual working independently on a fixed-term contract? (1)
- Select **one** option.
- A** Better integration with colleagues
 - B** Employment is automatically renewed
 - C** Higher rate of pay
 - D** Increased personal development
- 47** Which of these behaviours supports equality of opportunity? (1)
- Select **one** option.
- A** Developing quality procedures
 - B** Creating new job descriptions
 - C** Recruiting family members
 - D** Implementing inclusive strategies

48 This is a **two** part question. Please answer both parts.

(1)

An employee has initiated a grievance procedure.

(i) Which of these is a valid reason for this?

Select **one** option.

- A** Victimisation of a team member by a colleague
- B** Unsatisfactory performance in completing work tasks

(ii) Which of these organisations should the employee approach for independent guidance in this situation?

Select **one** option.

- A** Health and Safety Executive (HSE)
- B** Advisory, Conciliation and Arbitration Service (ACAS)

49 Which of these is a **disadvantage** for an employee of informal training?

(1)

Select **one** option.

- A** Studying with colleagues
- B** No recognised qualification
- C** Specific training goals
- D** No opportunity to develop skills

50 This is a **two** part question. Please answer both parts.

(1)

An organisation is setting priorities for the coming year.

(i) Why does it need to do this?

Select **one** option.

- A** To identify business critical activities
- B** To evaluate past performance

(ii) Who do these priorities need to be shared with?

Select **one** option.

- A** Competitors
- B** Stakeholders

TOTAL FOR PAPER = 50 MARKS