

Part I: Short Questions

1. The five activities are,

- Recruitment and Selection
HR managers to create company-related hiring strategies to hire potential employees through interviews.
- Training and Development
HR department provide training opportunities to staff according to company vision and mission, staff's needs and market change.
- Compensation and Benefits
It is including several activities based on role, job performance and local law, such as, salary, annual leaves and retirement plans etc.
- Performance Appraisal
It is a practice to evaluate employee's last year performance and to set a new goal.
- Safety and Health
It is to comply with local law rules to ensure on job safety for employees.

2. The sequential steps are,

- A. Identifying company current human resources
It is to calculate and analyse current organization human resources, including current number of employees, their performance and capacity.
- B. Forecasting future demand and supply of human resources
It is to estimate future numbers and kinds of employees on the basis of company next year financial budget and sales goal.
- C. Comparing with internal and external environment
- D. Identifying manpower gaps
In order to match with market requirements, HR manager should minimize the difference between the forecasting number of manpower and the actual number of manpower.
- E. Formulating action plan

3. The five benefits are,

- It helps to create correct job fit, to make sure the right person is in the right job vacancy to provide maximum productivity.
- It provides guides of performance appraisal practices, by comparing with desired job output and actual output.
- It helps to analyse training and development needs.
- It helps to decide compensation and benefits.
- It aids to produce safe and healthy working environment.

4. The five external sources are,
 - A. Advertising

A job is posted on the newspaper to get more candidates.
 - B. Placement Agencies

They are professional bodies to assist company to recruit and select candidates.
They can provide large talent pool.
 - C. Employee referral

Some company believe it can help to search reliable candidates.
 - D. Campus recruiting

Potential professional and technical employees can be sourced from this kind of applicant pool.
 - E. Online Recruiting

Various job seeking website are available to post job vacancies and job description by companies, to attract large number of candidates.

5. The five external trends are,
 - Technology

It may affect human resources requirements, ways of recruitment and selection and needs of training and development
 - Economic

Economic downturn, inflation and economic booms will lead to market changes, and will affect human resources planning.
 - Social and Cultural

Different social custom and culture affect one employee's work ethic and attitude. It requires a HR manager to find a balance way to manage employees in a diverse company.
 - Wellbeing

People require to have work-life balance environment. It will affect compensation and benefits rules in one company.
 - Legal

Most HR rules are formulated according to local law rules. It will change HR planning, recruitment and benefits.

Part II: Long Questions

1.
 - a. Please find below tables,

	Level	Sales, FT	Sales, PT	Asst Sales Mgr(ASM)	Regional Sales Mgr(RSM)	Exit	Current HC
SF	1	50% 250	10% 50	5% 25	0	35% 0 175	500
SP	2	5% 7.5	60% 90	10% 15	0	25% 0 37.5	150
ASM	3	5% 2.5	0 0	80% 40	10% 5	5% 2.5	50
RSM	4	0 0	0 0	0 0	70% 21	30% 9	30

- b. ABC company decides to hire minimum people to ensure productivity in future. In 2021, sales, FT will have 175 vacancies. Sales, PT will have 37 vacancies. Assistant Sales manager will have 2 vacancies. Regional Sales manager will have 9 vacancies.
 - c. There are 3 potential limitations to this forecast. Firstly, according to Markov Analysis, if the cells contain fewer than 20 cases, the percentage of availability is low. So, like ABC, some job positions (Assistant manager and Regional manager) are very little, the estimate based on the numbers will show unstable. Secondly, this analysis cannot reflect employee's multiple movement. The last one is the analysis cannot cover all reasons of movement, such us retirement, decease. Because it assumes all employees in one category have same probability of movement.
2. It is end of year. ABC international school Hong Kong would like to do some preparations for next academic year 2021-2022 recruitment. The Senior Leadership team assign HR manager to work with Heads of department to recruit new teachers. After discussion with HR manager about the position of Senior School English teacher, the Head of English drafted a job description and pass it to HR manager. Today, HR manager is reviewing it.

It starts with a brief description of the organization. *"ABC international school Hong Kong has a reputation for excellence and forward thinking education of the highest quality. Sharing a proud tradition of values with ABC school UK, we opened in 2017. A school, we provide almost 1,500 places for children aged between 3 and 18 years old. ABC offers the best in purpose-built educational facilities. Our pupils and teachers can access our sports hall, the 500-seat school Theatre, swimming pool, dancing studios and the design technology suites. The school enjoys an excellent location in XX, easily access by road and MTR."*

The rest provides general nature of this job, main duties of the job and candidate requirements.

Firstly, it shows “*The Senior School English teacher reports to Head of English and Head of Senior School. He/She will be a key role in the continued development of English at ABC international school Hong Kong in Senior School (Year 9 to 13).*”

Secondly, it shows “*The candidate will:*

To have the responsibility for the planning and teaching of the subject to the designated class, the content of each lesson being determined by the Head of English.

To ensure a good and safe learning environment is provided for the teaching of English.

To access regularly the pupils’ work by formal and informal assessments.

To provide cover for absent colleagues as necessary.

To carry out duties in the Senior school as required and timetabled.

To play a role in the co-curricular activities.

To display the highest standards of professionalism in his/her teaching and in his/her relationship with colleagues and parents.

To contribute as fully as possible to whole school events.

To perform ad-hoc jobs as assigned.”

The last part is about candidate requirements. They are “*The candidate should have a bachelor degree in English and Literature. He/She should have PGCE/PGDE. He/She should have at least one-year experience in teaching IGCSE/IB English.*”

HR manager thinks there is a basic structure in this job description and decides to discuss with Head of English tomorrow.