




# 'E' Question Guide Paper 1

## Example 'E' Question Paper 1

Timing 	Assessment 	% Final Grade 
6 mins	Knowledge 2 marks Analysis 2 marks Evaluation 2 marks	15%

FCA is a large business and uses batch production to make instant coffee. The products are sold using several distribution channels. FCA employs 700 production workers. FCA has problems with many employees leaving.

Following the dismissal of the Operations Manager, the Human Resources Director has to recruit a new manager. She said: 'The person must have good communication skills to help solve the communication barriers FCA has with employees.'

The Human Resources Director has to decide whether to use internal recruitment or external recruitment for the new manager.

Do you think external recruitment is a better way for a large business to find a new operations manager than internal recruitment? Justify your answer [6]

## Structure 'E' Question Paper 1

Knowledge	Identify relevant issue ( <i>why external recruitment is suitable</i> )
Analysis	Explanation of issue ( <i>why external recruitment is suitable</i> )
Knowledge	Identify relevant issue ( <i>why external recruitment is <b>not</b> suitable</i> )
Analysis	Explanation of issue ( <i>why external recruitment is <b>not</b> suitable</i> )
Evaluation	Justified decision ( <i>select one option and justify your choice</i> )
Evaluation	in context of question ( <i>justify choice for a large business</i> )

We start by identifying a relevant issue, in this case a relevant reason why external recruitment may not be suitable:

**Knowledge**                      *External recruitment might be more expensive*

Then explain:

**Analysis**                                      *which will increase costs*

Then a relevant reason why external recruitment may be suitable:

**Knowledge**      *However, the business might have no choice as there may not be suitable internal applicants.*

Then explain:

**Analysis**                                      *External recruitment means a wider choice of applicants.*

☆☆☆ **Top Tip** ☆☆☆

'E' Questions Paper 1

Consider one reason or issue **for**, then and one reason or issue **against**. This leads you towards making a justified decision to finish your answer to will secure the evaluation marks.

We finish with a **justified decision** to secure the two evaluation points. There are no application points awarded for this answer, but to secure both evaluation marks you must:

- 1) Make a decision
- 2) Justify your answer in the **context of the question**, in this case a large business.

In this example the student decides external recruitment is more suitable, and justifies by explaining the cost savings in the long term:

*Although a higher cost, using external recruitment would be better as it will result in the appointment of a manager whose cost savings will soon outweigh the cost of external recruitment,*

Then adds the context of the question, a large business:

*especially in a large business where there is much more opportunity for cost savings.*

The completed 'E' answer will look like this:

(e) Do you think external recruitment is a better way for a large business to find a new operations manager than internal recruitment? Justify your answer

*External recruitment might be more expensive which will increase costs. However, the business might have no choice as there may not be suitable internal applicants. External recruitment means a wider choice of applicants. Although a higher cost, using external recruitment would be better as it will result in the appointment of a manager whose cost savings will soon outweigh the cost of external recruitment, especially in a large business where there is much more opportunity for cost savings.*

[6]

