

Meridian Airlines - Foundations of Human Resource Management

IB-style trimester assessment worksheet - Standard Level

Level	Standard Level	Suggested time	45 minutes
Total marks	30	Assessment format	MCQ, short answer, case study, extended response
Topic focus	strategic HRM, employee development, change support, line management	Command terms	identify, define, explain, distinguish, evaluate

Instructions

- Answer all questions.
- Use business management terminology and apply your answer to the case where relevant.
- The answer key and marking guidance are included at the end of this worksheet.

Section A - Multiple choice [6]

1. Human resource management is best described as: [1]
 - A. a payroll system used only to calculate wages
 - B. the strategic management of people to support organizational objectives
 - C. a legal document signed when staff are hired
 - D. a method for replacing all supervisors with software
2. A business is most likely to treat employees as long-term investments when it: [1]
 - A. cuts all training to reduce short-run costs
 - B. outsources every task regardless of quality
 - C. funds specialist training linked to future strategy
 - D. uses pay only as a disciplinary tool
3. Which role is most commonly carried out by line managers rather than the central HR department? [1]
 - A. setting national labour legislation
 - B. conducting day-to-day appraisals of team performance
 - C. writing the constitution of the business
 - D. issuing shares to investors

4. A likely reason for offering flexible working arrangements is to: [1]
 A. reduce the need for any communication
 B. help retain talented employees who value work-life balance
 C. eliminate all labour costs
 D. avoid setting performance standards
5. When new self-service technology is introduced, employee resistance is most likely to fall if managers: [1]
 A. withhold information until the launch date
 B. ignore concerns about job redesign
 C. communicate clearly and provide retraining
 D. remove all opportunities for feedback
6. Leadership development workshops are most directly intended to: [1]
 A. prepare employees for wider responsibility and promotion
 B. replace all managers with automated systems
 C. guarantee immediate profit growth
 D. reduce the importance of customer service

Section B - Short answer [8]

7. Define human resource management (HRM). [2]
8. Explain one reason why a business may regard employees as assets rather than costs. [3]
9. Distinguish between the role of the HR department and the role of line managers in managing employees. [3]

Section C - Data response / case study [8]

Meridian Airlines modernizes its people systems

Meridian Airlines employs 18,000 people across cabin crew, ground operations, engineering, and customer support. The airline has introduced a digital HR platform to manage scheduling, training records, and performance feedback. It also launched leadership workshops for experienced cabin crew and ground staff who may become supervisors.

Measure	Before project	After 12 months
Monthly hours spent on scheduling paperwork	2,400 hours	1,350 hours
Mandatory training completion rate	82%	96%
Supervisory vacancies filled internally	41%	64%
Customer complaints per 10,000 passengers	19	14

10. Using the data, identify one sign that Meridian's HR approach is becoming more strategic. [2]
11. Explain one likely benefit to Meridian of the leadership workshops, using the data. [3]

12. Explain one challenge Meridian may still face when introducing the digital HR platform. [3]

Section D - Extended response [8]

13. Evaluate whether Meridian should continue investing heavily in digital HR systems and leadership development over the next two years. [8]

Answer key and marking guidance

Teacher note: Answers are indicative rather than exhaustive. Reward any relevant business management reasoning that is accurate, applied to the case where appropriate, and within the mark limit.

Section A

Q	Ans	Rationale
1	B	Modern HRM links recruitment, development, reward, and motivation to long-term business objectives.
2	C	Training and development increase the future value of employees and support strategic capability.
3	B	Line managers often monitor performance and coach staff close to operations, while HR provides frameworks.
4	B	Flexibility can improve retention and employee satisfaction, especially in professional and hybrid roles.
5	C	Clear communication and reskilling reduce uncertainty and build trust during change.
6	A	Leadership training develops internal talent for supervisory and management roles.

Section B

Q7 [2 marks]

Indicative answer

- HRM is the strategic management of employees and workplace relationships.
- It includes activities such as recruitment, training, motivation, appraisal, and reward to help achieve organizational goals.

Marking guidance Award 1 mark for identifying people/employee management and 1 mark for linking it to organizational objectives.

Q8 [3 marks]

Indicative answer

- Employees hold skills, knowledge, and relationships that can create value over time.

- If the business invests in training or development, employee capability improves further.
- This can raise productivity, service quality, innovation, or retention.

Marking guidance Award up to 3 marks for one developed explanation linking investment in people to improved performance.

Q9 [3 marks]

Indicative answer

- The HR department designs policies, systems, and procedures for recruitment, reward, compliance, and development.
- Line managers apply these systems in daily operations by supervising, coaching, and appraising staff.
- The distinction is between central specialist support and day-to-day people leadership close to the work.

Marking guidance Award 1 mark for a correct point about HR, 1 mark for a correct point about line managers, and 1 mark for a clear distinction.

Section C

Q10 [2 marks]

Indicative answer

- The firm is using data and systems to align workforce capability with service goals.
- For example, the training completion rate rose from 82% to 96%, or internal promotions rose from 41% to 64%.

Marking guidance Award 1 mark for identifying an appropriate strategic sign and 1 mark for supporting it with data.

Q11 [3 marks]

Indicative answer

- Leadership workshops appear to be strengthening the internal promotion pipeline.
- Internal filling of supervisory vacancies increased from 41% to 64%, suggesting Meridian can promote capable staff rather than rely only on external hiring.
- This may cut recruitment costs, preserve culture, and improve continuity of service.

Marking guidance Award up to 3 marks for one developed benefit clearly linked to the data.

Q12 [3 marks]

Indicative answer

- Some employees or managers may resist the new system because it changes routines and increases transparency.
- If staff are unfamiliar with digital tools, additional training and support will be needed.
- Without buy-in, some benefits of faster paperwork or better data may be lost.

Marking guidance Award up to 3 marks for one developed challenge linked to change implementation.

Section D

Q13 [8 marks]**Indicative answer**

- Arguments for continued investment include better training compliance, lower administrative workload, and a stronger internal promotion pipeline.
- Improved workforce data can help managers deploy people more effectively and may contribute to service improvements, as customer complaints fell from 19 to 14 per 10,000 passengers.
- Leadership development can support succession planning and reduce dependence on external recruitment.
- Arguments against very heavy investment include implementation cost, training time, and possible employee resistance to more monitoring or system changes.
- A justified conclusion should weigh operational gains and talent development against cost and change-management risk.

Marking guidance Reward balanced evaluation using the case data. Strong answers should assess both operational efficiency and people-related risks before reaching a justified judgement.

Band	Descriptor
1-2	Limited knowledge and little or no application to the case.
3-4	Some understanding with relevant points, but analysis is thin or partly generic.
5-6	Clear explanation and analysis with application to the case.
7-8	Balanced evaluation with well-developed analysis and a justified judgement.