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LESSON PLAN

EOY.TV Case Study

“Human Resource Management”

Entrepreneur: Anne Heraty, CPL Resources

PREFACE: Anne Heraty started her business in 1989 providing recruitment services to the technology sector. She has since expanded into several other sectors including health, engineering and sales. In recent years, she has expanded her business further by taking advantage of new opportunities in emerging markets in Poland, Czech Republic, Slovakia and Spain.

This case provides links to Human Resource Management in **Unit 4** in the Leaving Certificate Business syllabus, which will be assessed in the Applied Business Question (ABQ) in Leaving Certificate 2010. It also provides links to Expansion in **Unit 5**, Enterprise in **Unit 2**, People in Business in Unit 1 and International Business in Unit 6.

Links to the **LCVP** syllabus include: Preparation for the World of Work, Unit 2: Job Seeking Skills and Enterprise Education, Unit 2: Local Business Enterprises.

Key terms referred to in the CPL Case Study

- Skills
- Customers
- Stakeholders
- Shareholders
- Morale
- Decision-making
- Sustainability
- Management
- Economy
- Market leader
- Human resource management
- Teamwork

Ideas for Class Discussion/Group-work

Feel free to use these tasks as a “pick and mix” rather than a lesson plan! Depending on the time available and the dynamics of the class group, you may choose one, more or all of the tasks outlined below. The aim is to support the integration of this case study as a teaching resource in your class.

Task 1:

Students should view the CPL Case Study and working in pairs or individually, answer the following questions.

1. Who are the two distinct customers that CPL has?
2. Name three key skills that employers would look for in potential employees? Give one reason for each skill, stating why you think that it is important in the workplace.
3. What is Anne's aim for her business?
4. What sector did Anne first target in her business? What do the letters CPL stand for?
5. What other sectors does Anne now provide recruitment for? (HINT: Look at the brass plates outside her premises)
6. Distinguish between a job and a career ?
7. In what ways is recruitment a rewarding career?
8. What are the benefits of hiring the right person for the job?
9. What are the effects of making a poor hiring decision?
10. How did Anne expand her business? Did she use organic or inorganic expansion? Give reasons to support your answer.
11. How did she fund this expansion? List two advantages and two disadvantages of using this type of finance.
12. List and explain two other methods of funding expansion for a business.
13. What impact does the Single European Market have on CPL?
14. What advice does Anne offer to students?
15. List and describe three skills demonstrated by Anne Heraty.
16. List all the stakeholders in CPL and write a brief sentence explaining the role of each.

Task 2

Students should view the CPL case study a second time and conduct a SWOT analysis on the CPL and/or Anne Heraty (as the entrepreneur) using the template below:

SWOT analysis of CPL

Strengths	Weaknesses
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••
Opportunities	Threats
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••

Task 3

Imagine that you are Anne Heraty. You have decided to expand your business by opening four offices around Ireland in Galway, Cork, Limerick and Waterford. You need to borrow €1,000,000 to fund this expansion. Using the template below, write a business plan for CPL, based on the information provided. Use assumptions where necessary. *Hint: Students may find it useful to go to www.cpl.ie and click on the “about us” link.*

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BUSINESS PLAN		
Company Name:	Author:	Date:
Background to business idea:		
Personnel/owner/manager:		
Marketing:		
Service:		
Method of expansion:		
Finance:		

Task 4

Anne refers to the importance of matching the right person to the job and speaks about the consequences of poor hiring decisions. One of the crucial steps in recruitment is preparing a job description and person specification.

- *The job description: outlines what the job involves; the tasks to be undertaken, the responsibilities of the job and the rewards for taking the job.*
- *The person specification: gives a detailed outline of the qualities required by the person who will do the job; shows the type of person required by the employer, i.e. experience, qualifications, characteristics, skills*

Distribute copies of some of the recruitment pages of the Irish Times on a Friday to students. Ask them to pick an advert and to prepare a job description and a person specification based on that advert using the template below:

Job Description	Person Specification
This job entails • • • •	The ideal candidate will: • • • •

Task 5

Distribute copies of the recruitment pages from Friday's Irish Times. Ask the students to pick a job advert that interests them and to write a letter of application for that job. Students should ensure that they follow the correct structure of a business letter.

Alternatively, students could work in pairs to role play applying for the job by telephone.

Task 6

Write the following statement on the board. "Recruitment is one function of a Human Resource Manager". Working in groups of 3/4, students should identify and explain **four** other functions of a HR manager and prepare a teaching resource for **one** of those functions (e.g. powerpoint presentation, poster, handout). Each group should present their work to the class.

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Task 7

Get the students to go to www.cpl.ie and find the following:

- Salary guide for their choice of career
- Information on how to write a cover letter
- Advice on how to prepare for an interview
- Download the handout on “Interview Advice”. Using the sample questions in the handout, prepare for and then role play an interview for a job of your choice with a partner

Recent Leaving Certificate Questions relevant to this topic

Higher Level

Section I

2008

Illustrate your understanding of the term “entrepreneurship”. (10)

Section II – ABQ

2008

You have been appointed to advise First Fruit Ltd. on entering international markets. Outline your analysis of the opportunities **and** challenges facing First Fruit Ltd. and make an appropriate recommendation. (25)

Section III

2008

- Q2 (a) (i) Explain the term “Transnational Company” (TNC).
(ii) Discuss the reasons for the development of transnational companies in Ireland. (20)
- Q3 (a) Discuss the impact of the Single European Market (SEM) on Irish business. (25)
- Q4 (a) “Being decisive, creative and being prepared to take risks are personal characteristics associated with entrepreneurs”.
Discuss these characteristics and support your answer with examples. (15)
- Q5 (a) Performance Appraisal, Training & Development and Managing Employer and Employee Relationships are important functions of a Human Resource Manager.
Explain the functions underlined and analyse the benefits of **two** of the functions for the business organisation. (25)
(b) Outline the different methods of reward used to motivate employees in a business. (15)

2007

- Q2 (a) Describe **three** enterprise skills required of an entrepreneur. (15)

2006

- Q4 (c) Using examples, analyse the importance of **four** different enterprising skills and relate two to business and two to the community. (20)

Q6 *Paula and Thomas have recently returned to Ireland having worked with transnational companies for ten years. They wish to set up in business together in Ireland manufacturing a range of new organic breakfast cereals. Paula has particular experience in production and finance and Thomas in marketing and human resources.*

- (a) Draft a Business Plan for this proposed new business using **five** main headings, outlining the contents under each heading. (40)
- (b) In time, Paula and Thomas intend to expand the business into the EU market.
- (i) Describe the implications for the business of expansion.
- (ii) Explain **two** methods of expansion you would advise them to consider. (20)

Ordinary Level

2008

Section I

- Outline **two** characteristics/skills of an entrepreneur. (10)

Section II

Sinead has been working for a number of years in a business department store in Dublin, a distance of 50 kilometres from her home. She would like to set up a business in her home town and has employed a consultant to advise her on matters relating to finance, taxation and the recruitment and selection of employees.

- (a) Identify **two** risks and **two** rewards for Sinead if she sets up her own business. (20)
- (c) Outline **three** methods Sinead could use to recruit employees for her business. (15)