***Chapter 5 Examination preparation solutions***

1. ‘On-the-job’ training is training that is delivered at the workplace, during the course of a normal work day, as part of daily work activities; for example, mentoring provided by a supervisor, role modelling by a work colleague, or job rotation. Whereas ‘off-the job training’ is training that delivered outside of daily work tasks and the normal work environment, often by an outside organisation or consultant; for example, attending a conference, or participating in a role play or case study.
   1. Toyota dealership

On-the-job training: Completing a mechanic apprenticeship at the dealership.

Off-the-job training: Attending a negotiation course for salespeople.

* 1. School

On-the-job training: Teachers working in pairs, watching each other teach.

Off-the-job training: Attending a conference held by a subject association.

* 1. Fruit shop

On-the-job training: One staff member teaching another how to stack shelves.

Off-the-job training: Attending a small business marketing course.

* 1. Real estate agency

On-the-job training: A successful auctioneer mentoring junior staff.

Off-the-job training: Attending training to qualify for real estate licence.

* 1. Bank

On-the-job training: Participating in a job rotation in another area of the bank.

Off-the-job training: Attending a short course on regulation in the banking sector.

1. The main purpose of 360-degree multisource feedback is to generate feedback on an employee from different perspectives of the business. Sometimes, a manager and an employee have different personality types and this may get in the way of a fair assessment of the employee’s work performance. The 360-degree multisource feedback process gathers feedback from an employee’s colleagues, their subordinates, other relevant managers and customers in order to generate a detailed, well-rounded perspective on the employees’ performance.
2. Dismissal process for unsatisfactory work performance:
   1. Provide warning of unsatisfactory work performance.
   2. Provide an opportunity for the employee to rectify performance.
   3. Provide training to employee as required.
   4. If no improvement, provide written notice of termination.
   5. Notice of termination must include outline a reason for termination.
   6. Period of notice for termination varies according to period of service.
3. Voluntary termination generates a number of negative impacts for the affected business. When a staff member decides to leave a business, they take their skills, knowledge and experience with them, equating to a loss of talent for the business. The remaining staff members may resent the staff member that left, believing he or she might have secured a better position somewhere else. This could lead to a loss of morale, which affects effort at work. If the staff member was a particularly important part of the team, the whole team structure may break down in the absence of their leadership. The business is often forced to replace the employee, which is costly. It must advertise the position, and then spend time sifting through applications, interviewing applicants and then developing a contract for the new employee. If, however, the employee that decides to leave is a less productive member of the work group, the business may see an increase in productivity following the departure.

Involuntary termination also generates positive and negative impacts for the affected business. Involuntary termination often arises from poor performance. The removal of a poorly performing employee can result in a morale boost at the business whose remaining employees may have resented having to ‘cover’ for the employee or complete his/her work in addition to their own. It also results in a reduction in wages costs associated with the non-performing employee. However, involuntary termination associated with redundancies have different impacts on the business. Retrenchment can lead to a loss of talent, as experienced employees are forced to leave the business. It can also lead to a decline in morale as remaining staff members may be asked to take on more work. They may feel badly towards management for the retrenchments and may also feel insecure in their own roles in the business. These feelings can adversely affect employee performance at work.