Question 24 (8 marks)

TextMore is a global communications business that is facing increased competition. Management has decided to reduce the size of its factory workforce by 25% but also employ more information technology (IT) specialists.

(a) Identify the TWO human resource processes that will be used in this situation.

(i) Separation (redundancy of factory workforce)
(ii) Acquisition (recruitment of IT specialists)

(b) Explain how TWO human resource strategies could be used to effectively manage downsizing TextMore’s factory workforce.

(i) Adopting a behavioural leadership style - as psychological issues with job security will arise, a behavioural management approach can aid in the process to communicate, motivate, empower and provide a more egalitarian approach during the process.

(ii) Performance management strategy to evaluate factory employee performance and making redundancies based on lower performing employees or failing to meet a certain level of performance criteria.