

1. Study the information below and then answer the questions that follow.

UK manufacturing companies often tend to have **hierarchical management structures** organised around **functional departments**. It is vital that people with the most appropriate skills and personality are recruited to each functional department to ensure that such companies operate efficiently.

One increasingly popular way to screen job applications is to use handwriting analysis, otherwise known as graphology. “Handwriting is the essence of what the brain is thinking” explains Elaine Quigley of the Graphology Institute. “It can be used to predict potential, compatibility, whether a person is a supportive team member, or whether they are entrepreneurial and work better alone,” she says.

Elaine agrees that the best use of graphology in selection is in conjunction with other methods. “Psychometric tests are fine but can be manipulated. Applicants can change their answers depending on what they think the company wants to hear. Used with graphology, however, one helps to confirm the other,” she says. Perhaps graphology and psychometric tests are more useful for external recruitment rather than **internal recruitment**.

As companies become ever more aware of recruiting costs, it looks likely that they will be open to a number of new screening processes. It looks certain that graphology will remain one of the methods used in deciding whether job applicants are taken on or written off.

Adapted from The Times, 26 January 2005.

- (a) Explain the meaning of:
- (i) *hierarchical management structures*; [3]
 - (ii) *functional departments*. [3]
- (b) Explain the advantages **and** disadvantages of *internal recruitment*. [6]
- (c) “Whilst graphology and psychometric tests are useful indicators of a candidate’s suitability for a job, other methods of selection are often more reliable.” Discuss. [8]