

The Mars Corporation is guided by 'Five Principles'. An extract from the Mars UK Website relating to its *Efficiency Principle* is set out below:

Our strength lies in our efficiency, the ability to organise all our assets – physical, financial and human – for maximum productivity. In this way, our products and services are made and delivered with the highest quality, at the least possible cost, with the lowest consumption of resources.

- (d) What is *labour productivity* and how might it be measured? [4]
- (e) Explain possible methods which businesses such as Mars might use to improve their productivity. [8]

The Mars Corporation employs over 4,000 people in the UK and it places great emphasis on its 'associates' (employees) ability to develop within the organisation: Its Principle relating to Human Resources states:

'We want people who, instead of just waiting for things to drop in their lap, will actively seek out opportunities and ways to improve themselves. People who have a burning desire to learn and develop. People who want to realize their potential, and use their skills to do a great job'.

Whilst the Mars Corporation is keen to recruit employees **internally** to new jobs, it also recruits **externally** in an attempt to ensure that it has the best people in the right job throughout its UK operation.

- (f) Evaluate the view that *internal recruitment* will always be preferable to *external recruitment* for businesses such as the Mars Corporation. [12]