

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2010 question paper
for the guidance of teachers

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5165 Human Resource Management, maximum mark 100

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1 (a) List *four* purposes of Human Resource Management (HRM).

providing the right mix of skills
controlling the costs of employment – wages
controlling the costs of employment – salaries
controlling or lowering the administrative costs
allowing them to react effectively to change

[1 mark each = Max 4 marks]

(b) Explain the meaning of HRM.

Level 1 (0–3 marks)

The candidate will be unable to quote the full meaning or may produce parts of the full meaning.

Level 2 (4–6 marks)

An exact quote is worth 4 marks. Additional marks are awarded if candidate refers to case study. ***“HRM as the process for creating and maintaining relationships between the people who work for and with them, and between organisations”.***

(c) Explain how HRM is decentralised when a company uses the services of Superior Employees (SE).

Level 1 (0–4 marks)

The candidate will explain what decentralised **or** centralisation means, possibly with some examples. Alternatively, a poor attempt at answering the question will be made.

Level 2 (5–8 marks)

The candidate will accurately explain the meaning of both decentralising, **and** centralisation – ***everything within the company is controlled from one HR Office/team*** – and will attempt to explain that SE are controlling part of the recruitment and selection function which is therefore outside of the control of the HR department. Alternatively, the explanation of centralisation will be poor and the explanation of SE's role will be accurate.

Level 3 (9–10 marks)

The candidate will explain **both** the concept of centralisation **and** the role of SE accurately, **and** in detail with reference to the true meaning of HRM.

2 (a) List *four* legal aspects of employment that are included in the training provided by SE.

equal opportunities
health and safety
employment protection
minimum wages
skills based training

[1 mark each = Max 4 marks]

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(b) Explain why employment protection is important to employees.

Level 1 (0–3 marks)

The candidate will provide simple statements such as “it stops them being sacked without reason”. The answer will revolve around losing their job or may explain other aspects incorrectly. General answers relating to motivation or Health & Safety requirements will be awarded 2 marks.

Level 2 (4–6 marks)

The candidate will provide a more sophisticated answer that discusses the protection of the rights of employees such as the right to **fair treatment; breaks; representation etc.** and including all 4 legal aspects.

(c) Explain why SE has become a Lifelong Learning Centre.

Level 1 (0–4 marks)

The candidate will explain the concept of lifelong learning but with errors, or will attempt to answer the question but with major errors and omissions.

Level 2 (5–8 marks)

The candidate will accurately explain the concept of lifelong learning – **constant training/learning throughout the working life of an employee to keep up to date with the changes in technology**, and attempt to explain why SE has become a Lifelong Learning Centre.

They may simply repeat the passage in the case for 5 marks only. Higher marks awarded where candidate refers to technological changes. **SE is used as a training provider by companies to regularly update their employees in the face of constantly changing technology.**

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will explain the passage in the case study and explain why companies cannot provide their own training.

3 (a) List four media used by SE to recruit staff.

trade magazines
 local newspapers
 the radio
 adverts in large stores
 the television
 email

[1 mark each = Max 4 marks]

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(b) Explain the difference between a fixed-term and a permanent contract.

Level 1 (0–3 marks)

The candidate will explain one contract in detail or both poorly.

Level 2 (4–6 marks)

The candidate will explain both types of contract accurately and in detail. **Fixed-term – time limited but with the same rights as other contracts, not necessarily the same benefits. Permanent – no end date, full rights and range of benefits.** If no reference to benefits then 4 only.

(c) Explain in detail the selection process used by SE.

Level 1 (0–4 marks)

The candidate will list or copy the process given in the case for 4 marks.

Alternatively, the explanations of the selection process will be weak and or selection and recruitment will be mixed.

Level 2 (5–8 marks)

The candidate will explain the process of using a **CV and letter of application** followed by **an interview and a test**. The quality of the explanation will determine the mark in this band. An exact quote of the relevant section from the case study is worth 5 marks.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will explain the need for different sorts of tests relating to skill, trade or profession.

4 (a) List **four** methods for monitoring and measuring the work of the SE staff.

targets
standards
key competencies
appraisal system

[1 mark each = Max 4 marks]

(b) Explain how an appraisal system at SE might operate.

Level 1 (0–3 marks)

The candidate will explain how an appraisal system might work but with no reference to SE.

Level 2 (4–6 marks)

The candidate will explain how an appraisal system at SE might work – **using the feedback from the training sessions they run; looking at their targets, standards and key competencies**. An exact quote is worth 4 marks only. Candidates may also link motivation to the appraisal system.

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(c) Explain how traditional communication systems would help SE and its employees.

Level 1 (0–4 marks)

The candidate will list the systems or concentrate on one or two particular system e.g. meetings, works councils, worker directors, committees, newsletters.

Level 2 (5–8 marks)

The candidate will explain the different communication systems but may confuse these with problem solving systems. At the top of this band a link will be made to SE.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will suggest ways in which communication systems – *worker directors, committees etc.* Will improve the running of SE – *exchange of ideas, better links between workers and managers etc.*

5 (a) List *four* methods of payment used by SE.

fixed monthly salary

an additional hourly rate when staff are running training sessions

a pension

annual bonuses

[1 mark each = Max 4 marks]

(b) Explain why SE offer company cars and interest-free loans to its employees.

Level 1 (0–3 marks)

The candidate will explain that the above are benefits or how the system of benefits works.

Level 2 (4–6 marks)

The candidate will explain that these are non-financial benefits and are a way of rewarding staff for 4 marks. At the top of the band they may make the point that it is cheaper for the company or that it avoids paying tax on the income. Candidates may also link motivation to the use of company cars and interest-free loans, i.e. focus on the effect of the benefits.

(c) Explain how the 'nature of the work' at SE contributes to the workers motivation.

Level 1 (0–4 marks)

The candidate will explain what motivation is or explain motivational theories. They may produce a list of motivational factors or repeat part of their answer to 5 (b).

Level 2 (5–8 marks)

The candidate will explain that factors other than money motivate workers with examples. At the top of the band they will explain or list some of the factors from the case – *the relationships between the workers and the management are excellent; praise and recognition is a major factor in the running of SE; wherever possible staff are given the responsibility to act on behalf of the company.* Quote worth 5 marks.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will explain how the main factors in the quote can motivate the workforce at SE and may also link their answer to motivational theories.