

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2011 question paper
for the guidance of teachers

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

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes must be read in conjunction with the question papers and the report on the examination.

- Cambridge will not enter into discussions or correspondence in connection with these mark schemes.

Cambridge is publishing the mark schemes for the May/June 2011 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

Page 2	Mark Scheme: Teachers' version	Syllabus
	Cambridge International Diploma – May 2011	5165

- 1 (a) Suresh clearly has very little understanding of Human Resource Management (HRM). Define the meaning of Human Resource Management. [4]

HRM is the process for **creating** and **maintaining** relationships between **organisations** and the **people** who work for them.

1 mark for each highlighted term.

- (b) Explain the purpose of using HRM at the FCC. [6]

Level 1 (0–3 marks)

Identifies the three components: providing the right mix of skills; controlling the costs of employment; ensuring the organisation has the ability to react effectively and efficiently to change.

Level 2 (4–6 marks)

Links the purpose of HRM to the FCC.

- (c) Explain whether Suresh has used the purpose of HRM to manage his homeworkers efficiently and effectively. [10]

Level 1 (0–4 marks)

Demonstrates limited knowledge and understanding or repeating definition of the purpose of HRM.

Level 2 (5–8 marks)

The candidate will explain that some workers are overused and others underused. *The better workers are also provided with more work. However as there is no proper planning or scheduling of work some of the workers often find that they cannot produce the clothes within the time available, whilst other workers are often left waiting for the next batch of work to arrive. A direct quote is worth five marks.* Answers at the top of this band will refer to reacting to change.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will mention the need to react to change and the problems the FCC may encounter; or that currently there is a waste of resources and the over worked workers are also not giving of their best due to pressure.

[Total: 20]

Page 3	Mark Scheme: Teachers' version	Syllabus
	Cambridge International Diploma – May 2011	5165

- 2 (a) The workers at the FCC have asked if they can join a trade union. List four ways in which a trade union can assist workers. [4]

Negotiating pay deals; negotiating working conditions; legal aid; advice (information); health and safety advice; education services; financial support – hardship funds

1 mark for each highlighted term, maximum of 4.

- (b) Identify which aspects of the legal environment Suresh has not considered properly in setting up the new factory and type of employment. [6]

Level 1 (0–3 marks)

Identifies the three aspects: health and safety – toilets and washing facilities; equal opportunities; legal employment contracts.

Level 2 (4–6 marks)

Explains the manner/reasons to show how the aspects have been inadequately covered.

- (c) Explain how the training needs of the workers at the FCC will be affected by the proposed changes in technology. [10]

Level 1 (0–4 marks)

The candidate demonstrates limited understanding or partly quotes passages from the case study: *All workers will be provided with training on the machines and will then be taken on as proper employees.*

Level 2 (5–8 marks)

The candidate describes the effect of new technology; *there will be many new opportunities for employees to improve their skills with the new production technology which will continue to be updated in the future. He also believes that the more able employees will take advantage of increased promotion opportunities as the firm expands. A direct quote is worth five marks.* Answers at the top of this band will explain that some workers will lose their jobs and the concept of lifelong learning.

Level 3 (9–10 marks)

The candidate provides a Level 2 answer and considers the issue of whether the home-workers will want to be constantly retrained.

[Total: 20]

Page 4	Mark Scheme: Teachers' version	Syllabus
	Cambridge International Diploma – May 2011	5165

- 3 (a) The FCC will now have to introduce more formal procedures for selecting staff. List four elements of the selection process. [4]

Letters of application; CV's; application forms; references; tests; interviews.

1 mark for each highlighted term, maximum of 4.

- (b) (i) Identify four ways in which contracts can be terminated. [4 × 1 = 4]

Level 1 (0–3 marks)

Identifies the four ways which contracts can end; resignation; retirement; redundancy; dismissal.

- (ii) Recommend which method would be most appropriate for the FCC for the homeworkers who are no longer required. [2]

Level 2 (4–6 marks)

Identifies all of the ways in which contracts may end and recommends redundancy (2) or dismissal (1) (for poor quality work) (1).

- (c) Explain the difference between the contractual arrangements used for the homeworkers and those likely to be used by the FCC in the factory. [10]

Level 1 (0–4 marks)

The candidate quotes the current situation: *Workers are paid for the number of items they produce and how complicated the item is to make* and mentions how this will change to *an hourly rate with a bonus for weekly production over any agreed targets*.

Level 2 (5–8 marks)

The candidate will explain different contract types e.g.; *permanent, temporary, fixed term, specific job/tasks, part-time*. Answers at the top of this band will recognise that staff are currently likely to be on part-time specific job contracts and will be moved to permanent full-time contracts.

Level 3 (9–10 marks)

The candidate provides a Level 2 answer and also evaluates possible alternative systems for payment, work flow and contracts, and also considers staff resistance.

[Total: 20]

Page 5	Mark Scheme: Teachers' version	Syllabus
	Cambridge International Diploma – May 2011	5165

- 4 (a) The FCC have no system for measuring performance. List four methods of measuring or monitoring people's performance at work. [4]

Standards; targets; key accountabilities; competencies (skills); appraisal systems.

1 mark for each highlighted term, maximum of 4.

- (b) Explain how an appraisal system might work at the FCC. [6]

Level 1 (0–3 marks)

The candidate provides a basic description of how appraisal systems work in most organisations: *managers discuss performance with individuals*.

Level 2 (4–6 marks)

The candidate explains how systems could work at the FCC: *opportunity for individuals to feedback concerns or desire for promotion, identify actions/targets, standards, key accountabilities, competencies* and how it could be used to determine the quality of a person's work, their pay or promotion prospects.

- (c) Explain and evaluate the type of systems that could be set up at the FCC to negotiate and discuss the issues raised at the meeting called by Suresh. [10]

Level 1 (0–4 marks)

The candidate identifies some consultation or negotiation systems as a list.

Level 2 (5–8 marks)

The candidate explains *informal meetings and discussions, team briefings, newsletters, formal consultation or negotiation systems (works councils, worker directors), committee structures (health and safety, consultation)*. Answers at the top of this band will suggest which systems are most suitable for the FCC.

Level 3 (9–10 marks)

The candidate provides a Level 2 answer and evaluates the problems in making such systems successful considering the history of the FCC.

[Total: 20]

Page 6	Mark Scheme: Teachers' version	Syllabus
	Cambridge International Diploma – May 2011	5165

- 5 (a) The FCC workers have asked whether any fringe benefits will be available. List four fringe benefits that a company may use. [4]

Holidays; company car; cheap loans; subsidised food and accommodation; health care; preferential access to the company's products/services (discounts).

1 mark for each highlighted term, maximum of 4.

- (b) Explain how the FCC might motivate its workers so that output and quality can be improved in the new factory. [6]

Level 1 (0–3 marks)

The candidate lists the different factors: *money and fringe benefits; working conditions; job satisfaction; promotion prospects; working relationships; recognition; levels of responsibility.*

Level 2 (4–6 marks)

The candidate explains how these factors can motivate workers to increase output.

- (c) Explain what types of training Suresh would have to put into place to ensure that his workers are able to use the new technology and keep up to date. [10]

Level 1 (0–4 marks)

The candidate lists types of training: *on-the-job training; off-the-job training; induction training; continuing professional development (cpd).*

Level 2 (5–8 marks)

The candidate explains each of the types of training. Answers at the top of this band will recognise that induction training and off-the-job training will need to be provided by an external agent because nobody in the factory has ever used the machines. If no mention of cpd or continuous updating then max. six marks.

Level 3 (9–10 marks)

The candidate provides a Level 2 answer and evaluates the suitability of each type of training for the FCC.

[Total: 20]