

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2012 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 2012 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
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- 1 (a) List four purposes of Human Resource Management (HRM). [4 × 1 = 4]

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

- (b) Explain the meaning of HRM. [6]

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)

“HRM as the process for creating and maintaining relationships between the people who work for and with them, (3 marks) and between organisations”. An exact quote is worth 4 marks, Additional marks are awarded if candidate refers to case study.

- (c) Explain how JUANMART use both decentralised and centralised approaches to the management of human resources. [10]

Level 1 (0–4 marks)

The candidate will give a generic explanation of decentralised and centralised. 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 centralised including advantages/disadvantages (max 6 marks). ***“all shop staff are recruited and trained by the local store managers who carry out day to day human resource management except for setting wages rates which are controlled by Head Office; Head Office staff and managers for each local store are recruited and managed from Head Office”***. An exact quote is worth 5 marks. Higher marks for explaining that JUANMART have divided responsibilities between local line managers and Human Resource specialists.

Level 3 (9–10 marks)

The candidate will explain both the concept of centralisation and the role of JUANMART accurately and will suggest how this division of roles is appropriate in this instance.

[Total: 20]

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- 2 (a) List four features of the employment market in the region that JUANMART operate in. [4 × 1 = 4]

Young, female, part-time, unskilled

- (b) Explain how being in a trade union could benefit the employees of JUANMART. [6]

Level 1 (0–3 marks)

The candidate will list *fair treatment; improved wages; better working conditions; ensuring legislation is followed*. Or provide simple statements relating to wage negotiations or protection from unfair dismissal.

Level 2 (4–6 marks)

The candidate will provide a more sophisticated answer that discusses the roles of unions such as negotiating, representing and informing.

- (c) Explain what JUANMART managers will have to do to ensure that the technological changes will work. [10]

Level 1 (0–4 marks)

The candidate will provide general explanations of the need to train staff in new skills so they can keep up with changes in technology.

Level 2 (5–8 marks)

The candidate will accurately explain the need for training in new skills and the influence of technical change– *new cash register systems are being introduced which require much more skill to operate; these systems will be subject to further development over the next 5 to 10 years and staff will need regular re-training*. Exact quote worth 5 marks. **JUANMART managers have been informed that the new systems will also need some new management roles to ensure the systems are implemented properly**. Extended quote worth 6 marks. Higher marks awarded where candidate refers to technological changes resulting in career changes.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will also make reference to how technological change has implications for human resource managers and lifelong learning.

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- 3 (a) List four types of contract that JUANMART could offer staff. [4 × 1 = 4]**

Permanent, temporary, specific jobs/tasks; part-time, fixed term

- (b) Explain the methods by which contracts can be ended by either employer or employee. [6]**

Level 1 (0–3 marks)

The candidate will provide a list or simple explanation of resignation, redundancy, dismissal, mutual agreement and/or end of contract.

Level 2 (4–6 marks)

The candidate will provide comprehensive explanations of each method of ending contracts.

- (c) Explain in detail a selection process that JUANMART could use to select more suitable shop staff. [10]**

Level 1 (0–4 marks)

The candidate will list the general process of letters of application, CVs, application forms, references, tests and interviews.

Level 2 (5–8 marks)

The candidate will explain the process listed above. The quality of the explanation will determine the mark in this band. A generic explanation of each stage is worth 6 marks only. Higher marks will be awarded where the candidate has made some reference to selection practice suited to the retail industry (eg: practical customer service tests).

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but has fully considered how each stage is relevant to the retail trade and JUANMART.

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Page 5	Mark Scheme: Teachers' version	Syllabus
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- 4 (a) List four methods for monitoring and measuring the work of the JUANMART staff. [4 × 1 = 4]

Targets; standards; key competencies; appraisal system

- (b) Explain the sort of systems JUANMART might operate for resolving HRM problems. [6]

Level 1 (0–3 marks)

The candidate will explain discipline and grievance procedures in general.

Level 2 (4–6 marks)

The candidate will explain how the procedures might work at JUANMART– *providing staff with the opportunity to raise concerns and complaints about other staff or management but also ensuring that there is a common and fair procedure for dealing with staff who are not conforming to the organisations rules and procedures.* An exact quote is worth 4 marks only. Candidates may suggest which levels of management staff should be involved at various stages of the procedures.

- (c) Explain how improving systems for communicating with staff can benefit JUANMART. [10]

Level 1 (0–4 marks)

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

Level 2 (5–8 marks)

The candidate will explain the different communication systems but may confuse these with problem solving systems. *The shop staff want Works councils, worker directors, committees as they feel that JUANMART managers are unaware of many of the problems and suggestions that they have.* An exact quote is worth 5 marks only. At the top of this band candidates will provide examples of how JUANMART could benefit – *exchange of ideas, better links between workers and managers, greater understanding and trust, etc.*

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will suggest ways in which communication systems will improve JUANMART – *less disputes, more satisfied and productive workforce.*

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Page 6	Mark Scheme: Teachers' version	Syllabus
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- 5 (a) List four fringe benefits that might be used by JUANMART. [4 × 1 = 4]

Subsidised food, health care, staff discounts, cheap loans (not company cars or accommodation or combined answers)

- (b) Explain the different methods of payment used by JUANMART. [6]

Level 1 (0–3 marks)

The candidate will list wages, payment by results and pensions.

Level 2 (4–6 marks)

The candidate will explain how the different methods of payment operate – *all shop staff receive a basic weekly wage with an additional payment if their section sell enough goods to meet their weekly target. All Staff are also members of the firm's pension scheme.* An exact quote is worth 4 marks only. At the top of this band candidates will provide comprehensive explanations of each method.

- (c) Explain why the shop staff at JUANMART are lacking motivation in their jobs. [10]

Level 1 (0–4 marks)

The candidate will explain what motivation is or list/explain motivational theories without reference to JUANMART.

Level 2 (5–8 marks)

The candidate will explain that shop staff currently lack motivation – *the shop staff feel that they no involvement or commitment to JUANMART. Most feel it is just a job and they rarely make the effort to communicate with customer. Managers do not offer praise and recognition to staff. Customer satisfaction surveys show the firm has a poor level of customer service.* Quote worth 5 marks. At the top of the band they will explain why these factors will demotivate staff and may link their answer to motivational theories.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will identify the implications for JUANMART of having demotivated staff, and/or a detailed explanation of the reasons why they are currently demotivated.

[Total: 20]