

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2013 series

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 should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge will not enter into discussions about these mark schemes.

Cambridge is publishing the mark schemes for the May 2013 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

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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 what is meant by the centralised and decentralised approaches to HRM including the advantages and disadvantages of both methods. [6]

Level 1 (0–3 marks)

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

Level 2 (4–6 marks)

The candidate will accurately explain the meaning of both decentralising and centralisation to include **advantages** and **disadvantages** of both methods.

- (c) Explain how the “meaning of HRM” can be applied at ANZE by the HRM department. [10]

Level 1 (0–4 marks)

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

Level 2 (5–8 marks)

An exact quote is worth 4 marks. *“HRM is the process for creating and maintaining relationships between the people who work for and with them”*. Higher marks will be awarded for correct expansion of the quote.

Level 3 (9–10 marks)

A Level 2 answer and the candidate will also consider the extended meaning of “**other organisations**”.

[Total: 20]

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2 (a) List four of the different aspects of the legal environment which affect HRM. [4 × 1 = 4]

Employment protection; equal opportunities; health and safety; maternity/paternity; working hours; minimum wage.

(b) Explain the main features of employment markets. [6]

Level 1 (0–3 marks)

The candidate will provide a list of features such as sectors of employment and trends; age and gender trends; full-time versus part-time versus self-employment rates.

Level 2 (4–6 marks)

The candidate will provide a more sophisticated answer that explains how the features affect an employer – such as shortage of specific skills, ageing population, lack of skilled staff, difficulty in getting staff for part-time work, etc.

(c) Describe how ANZE could be affected by trade unions, employers associations and government agencies. [10]

Level 1 (0–4 marks)

The candidate will produce a very basic answer that explains that trade unions protect employees and employers agencies assist employers.

Level 2 (5–8 marks)

The candidate will accurately describe the role of trade unions in the protection of the rights of employees such as the right to *fair treatment; improved wages; better working conditions; ensuring legislation is followed*. And the role of employers associations and government agencies in supporting the employer in these activities by *providing professional support; documentation and qualified advisors*.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will also provide examples of practical instances that could affect ANZE such as the employers associations providing draft employment contracts.

[Total: 20]

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- 3 (a) List four different types of employment contract. [4 × 1 = 4]**

Permanent, temporary, specific jobs/tasks; part-time.

- (b) Describe the different work patterns that ANZE could use. [6]**

Level 1 (0–3 marks)

The candidate will provide a list of work patterns only; day work, shift work, flexitime.

Level 2 (4–6 marks)

The candidate will explain each of the working patterns; day work – 9–5, shift work – days/nights, flexitime – hours varied within core time or fixed total each week.

- (c) Describe the recruitment process that ANZE needs to consider. [10]**

Level 1 (0–4 marks)

The candidate will list the general process of job description, person specification, application forms, CVs, methods of attracting candidates.

Level 2 (5–8 marks)

The candidate will explain the processes listed above. The quality of the explanation will determine the mark in this band. Higher marks will be awarded where the candidate has made some reference to recruitment practice suited to the insurance industry (e.g. skills required in person specification, duties in job description).

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but has fully considered how each stage is relevant to the insurance industry or office work in general.

[Total: 20]

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- 4 (a) List four methods for measuring and monitoring peoples' performance at work.

[4 × 1 = 4]

Targets; standards; key competencies; appraisal system.

- (b) Explain how discipline and grievance procedures could operate at ANZE.

[6]

Level 1 (0–3 marks)

The candidate will identify that they are *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 organisation's rules and procedures.*

Level 2 (4–6 marks)

The candidate will explain how discipline and grievance procedures might work at ANZE such as the stages generally used in the procedures – letter, meeting, appeal.

- (c) Describe other systems ANZE could use for communicating in HRM.

[10]

Level 1 (0–4 marks)

The candidate will list the systems or concentrate on one or two particular systems e.g. works councils, worker directors, committee structures (safety, consultation).

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 the candidate will provide examples of how communication systems can benefit employers – ***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 ANZE – ***less disputes, more satisfied and productive workforce.***

[Total: 20]

Page 6	Mark Scheme	Syllabus
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- 5 (a) List four methods of training ANZE could use. [4 × 1 = 4]**

Induction training, on-the-job training, off-the-job training, internal versus external training, continuing professional development.

- (b) Describe three methods of payment available to ANZE. [3 × 2 = 6]**

Level 1 (0–3 marks)

The candidate will list at least three from salaries and wages, fixed rates, piece work, payment by results. Bonuses and profit sharing schemes, share option schemes and pensions.

Level 2 (4–6 marks)

The candidate will explain how the three chosen methods of payment operate.

- (c) Describe the fringe benefits and non-financial rewards suitable for ANZE. [10]**

Level 1 (0–4 marks)

The candidate will list the fringe benefits and non-financial rewards – holidays, company cars, cheap loans, subsidised food and accommodation, healthcare, discounts on company products or services.

Level 2 (5–8 marks)

The candidate will explain what each of the fringe benefits is. One mark awarded for each benefit explained up to a maximum of eight marks including reference to motivation.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will suggest which benefits would be most suitable for ANZE.

[Total: 20]