

**CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
**Cambridge Career Awards**

**MARK SCHEME FOR the October 2002 question paper**

**CAREER AWARD IN BUSINESS**  
**STANDARD LEVEL**

**5165 Human Resource Management**

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

All Examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

The mark scheme must be read in conjunction with the question paper.

- CIE will not enter into discussions or correspondence in connection with this mark scheme.



---

## MARKSCHEME

---

1 (a) Human Resource Management (HRM) is supposed to be 'the process of creating and retaining relationships'.

Explain what this means.

**[5 marks]**

process of creating -

1. recruitment
2. selection
3. and induction

and retaining relationships

1. grievance
2. discipline
3. representation and resolution of conflict,
4. pay and benefits

Level 1 answers – up to three basic points –

0-3 marks

Level 2 answers - extended listing with some discussion

4-5 marks

(b) Using the points already made in (a) above, discuss how successful Dockport PLC is in creating and maintaining relationships with its employees. **[10 marks]**

From the answer - various attempts at explaining relationships

From the case - very poor! Examples required - trade unions, labour turnover, dismissals, demotions, etc

5 x 2 = 10

Level 1 answers – up to three basic points –

0-2 marks

Level 2 answers - extended listing with some discussion

3-5 marks

Level 3 answers - discursive, aware of wider picture

6-10 marks

(c) Describe **two** other major functions of HRM which are applicable to Dockport PLC. **[5 marks]**

1. Training and development – induction, on-the-job, off-the-job
2. Providing the right mix of skills, performance monitoring career planning

2 x 2 = 4 + 1 for extension

Level 1 answers – up to two basic points –

0-2 marks

Level 2 answers - extended listing with some discussion

3-5 marks

(d) Identify and explain the cause of the conflicts between the family and the Finance Director **[5 marks]**

scenario - Arguments because no structure, external environment, unfair treatment of employees

2 - In order to survive, Dockport PLC must develop, and match changes in the environment.

(a) Explain briefly how new skills can be developed. **[5 marks]**

basically the answer is 'training' but some discussion is needed also

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(b) Explain briefly how employees can be retained. **[5 marks]**

basically the answer a progressive reward structure perhaps linked to career development and lifelong learning -

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(c) Explain briefly what policies Dockport PLC should adopt to conform with the law. **[5 marks]**

1. employment protection
2. Equal Opportunities maternity provision
3. minimum wages , - unfair to those who work harder, becomes a norm
4. safety health environment - more costs but more social responsibility
5. Government funding training/job creation

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(d) Involvement and participation is one way of reducing conflict in organisations Identify and explain briefly what other changes might reduce the conflict in Dockport PLC. **[5 marks]**

1. involvement and participation improvement initiative -
2. formal consultation and negotiation committees (Works councils, worker directors, safety and consultation committees)
3. discipline and grievance procedures

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(a) Fixed term contracts are becoming common in organisations.  
Identify and briefly explain **two** other types of employment contracts Dockport *PLC* could use. [5 marks]

alternatives include

1. full time
2. part time
3. fixed
4. for services
5. contracting-out

2 x 2 = 4 + 1 for extension

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(b) Suggest two ways in which Dockport *PLC* might go about improving recruitment and selection. [5 marks]

alternatives include job descriptions, Personal Specifications, media

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(c) Employment contracts should be ended fairly.  
Describe how Dockport *PLC* fails to do this. [5 marks]

from the scenario - no notice of demotions or cursory dismissals no mention of retirements or redundancies or ill-health etc

Level 1 answers – up to two basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

4

(a) Describe **two** systems of communicating and resolving problems. [5 marks]

1. discipline and grievance
2. improvement initiatives and TQM
3. formal consultation and negotiation committees (Works councils, worker directors, safety and consultation committees)

2 x 2 = 4 + 1 for extension

Level 1 answers – up to three basic points – 0-2 marks

Level 2 answers - extended listing with some discussion 3-5 marks

(b) Using **one** answer from (a) above, explain how it might be applicable to Dockport *PLC*. [5 marks]

1. discipline and grievance  
or
- 2 improvement initiatives and TQM  
or

3 formal consultation and negotiation committees (Works councils, worker directors, safety and consultation committees)

Level 1 answers – up to two basic points – 0-2 marks  
Level 2 answers - extended discussion 3-5 marks

(c) Identify and explain **two** elements in systems of performance monitoring. **[5 marks]**

1. standards eg competences
2. targets
3. key accountabilities
4. appraisal

Level 1 answers – up to two basic points – 0-2 marks  
Level 2 answers - extended discussion 3-5 marks

(d) Explain how developing competences might help monitor performance. **[5 marks]**  
syllabus concentrates on monitoring of performance,

1. skills tests
2. formal appraisals
3. records kept

Level 1 answers – up to two basic points – 0-2 marks  
Level 2 answers - extended listing with some discussion 3-5 marks

5 Job satisfaction is often more important today than financial rewards

(a) List five ways in which the 'nature of work' contributes to motivation. **[5 marks]**

1. conditions
2. promotion
3. job satisfaction
4. recognition
5. levels of responsibility

Level 1 answers – up to three basic points, unsuitable answers – 0-3 marks  
Level 2 answers - extended listing with some discussion 4-5 marks

(b) Discuss **three** ways in which Dockport *PLC* might improve conditions under which employees work. **[15 marks]**

1. promotion = more pay
2. and levels of responsibility = power
3. job satisfaction - interest and skill = challenge

from the scenario -

1. demotions stop,
2. dismissals with notice
3. dismissals for fair reasons,
4. consultation and negotiation

**3 x 5 = 15**

**Level 1 answers – up to three basic points, unsuitable answers – 0-3 marks**  
**Level 2 answers - extended listing with discussion 4-6 marks**  
**Level 3 answers – good awareness and discursive answer 7-10 marks**  
**Level 4 answers - excellent points made with coherent discussion 11-15 marks**