

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the October 2005 question paper

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

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. They do not indicate the details of the discussions that took place at an Examiners' meeting before marking began. Any substantial changes to the mark scheme that arose from these discussions will be recorded in the published *Report on the Examination*.

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.

Mark schemes must be read in conjunction with the question papers and the *Report on the Examination*.

- CIE will not enter into discussion or correspondence in connection with these mark schemes.

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| | | |
|--------|--|----------|
| Page 1 | Mark Scheme | Syllabus |
| | CAMBRIDGE INTERNATIONAL DIPLOMA – OCTOBER 2005 | 5165 |

1 (a) Define the meaning of HRM. [4]

HRM is the process for creating (1 mark) and maintaining (1 mark) relationships between organisations (1 mark) and people (1 mark) who work for (1 mark) and with them (1 mark).

[Any four points, 1 mark each = max 4 marks]

(b) Explain the difference between centralised and decentralised HRM. [6]

Level 1 (1-3 marks)

The candidate will attempt to explain the difference but the explanation will contain many errors. At the top of this band a general idea will exist.

Level 2 (4-6 marks)

The candidate will clearly understand the difference and produce a precise explanation. The quality of the explanation along with the use of examples or the use of TEL will determine the mark in this band.

(c) Explain why HRM at TEL is both ineffective and inefficient. [10]

Level 1 (1-3 marks)

The candidate will produce a very generalised answer that discusses costs and may discuss the turnover of male employees or the costs of recruitment. TEL may not be mentioned, and the answer will not mention the meaning and purpose of HRM.

Level 2 (4-6 marks)

The candidate will understand, although this may not be explicit, that the meaning and purpose of HRM is to manage people efficiently and effectively. It may be confused but examples from the case will be used. One issue such as the control of costs as an example of efficiency may be explained well.

Level 3 (7-10 marks)

The candidate will address both issues and discuss the control of costs and mix of skills, and the relationship the company has with its worker, the workers have with each other and the company has with other companies. Addressing all of these issues will produce the top mark.

[Total 20]

2 (a) List four features of the employment market faced by TEL. [4]

male
aged 18-25
full-time
part-time
self-employment

[1 mark per point - max 4 marks]

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|--------|--|----------|
| Page 2 | Mark Scheme | Syllabus |
| | CAMBRIDGE INTERNATIONAL DIPLOMA – OCTOBER 2005 | 5165 |

(b) Describe two aspects of the legal environment that TEL fails to follow. [6]

Level 1 (1-3 marks)

The candidates may list the aspects or describe one aspect in some detail.

Level 2 (4-6 marks)

The candidates will describe two aspects from **Equal Opportunities, Health and Safety and Employment law**, in some detail. A good quality description or a reason as to why they have not been followed will provide the top mark.

(c) Explain how changes in technology are influencing the HRM at TEL. [10]

Level 1 (1-3 marks)

The candidate will produce a very generalised answer that discusses more training. The case may be quoted exactly or partially, e.g. **changes in technology are rapid and this creates a constant need for new skills.**

Level 2 (4-6 marks)

The candidate will explain how changes in technology mean that jobs become redundant and/or new jobs arrive and that this means the workers need to learn the new skills. More than one direct quote or example will be used from the case.

Level 3 (7-10 marks)

The candidate will produce a Level 2 answer but in addition explain that this situation means that the future is uncertain which makes career development uncertain. At the top of this band the concept of lifelong learning will be explained explicitly or implicitly.

[Total 20]

3 (a) List four elements of the selection process. [4]

Letters of application
CV's
Application forms
References
Tests
Interviews

[1 mark per point - max 4 marks]

(b) Describe two ways that employees currently leave the employment of TEL. [6]

Level 1 (1-3 marks)

The candidate may list the methods of ending employment given in the case study - **resignation** and **mutual agreement** - or describe one of the two. If a method is given that is not in the case but is a correct method give credit but the candidate **cannot** move out of this band.

Level 2 (4-6 marks)

The candidate will correctly describe both of the methods given in the case. At the bottom of this band the answer may be unbalanced or contain errors. At the top of the band the description will be balanced and largely error free.

| | | |
|--------|--|----------|
| Page 3 | Mark Scheme | Syllabus |
| | CAMBRIDGE INTERNATIONAL DIPLOMA – OCTOBER 2005 | 5165 |

- (c) Explain the difference between the selection and recruitment process. [10]

Level 1 (1-3 marks)

The candidate may list the elements of the recruitment or selection process or both. There will be confusion and the answer will mainly be a description.

Level 2 (4-6 marks)

The candidate will begin to show an understanding of the question and the difference between the two processes. The answer will still be based around the elements required but an attempt to explain the differences will be evident.

Level 3 (7-10 marks)

The candidate will clearly understand the differences between the two processes - *finding the right person, presenting a positive image of the organisation: ensuring that of those people who apply for a post the most suitable person(s) is selected* - and be able to explain in a coherent manner. At the top of the band examples may be used.

[Total 20]

- 4 (a) List four methods or systems for communicating and resolving problems. [4]

Discipline procedure
Grievance procedure
TQM
Improvement Initiatives
Works Councils
Worker Directors
Safety Committees
Consultation Committees

[1 mark per point — max 4 marks]

- (b) Describe two ways that work is organised at TEL. [6]

Level 1 (1-3 marks)

The candidate may list the methods of organising work given in the case study - *flexitime & shift work* - or describe one of the two. If a method is given that is not in the case but is a correct method give credit but the candidate **cannot** move out of this band.

Level 2 (4-6 marks)

The candidate will correctly describe both of the methods given in the case. At the bottom of this band the answer may be unbalanced or contain errors. At the top of the band the description will be balanced and largely error free.

- (c) Explain how the grievance procedure at TEL should operate. [10]

Level 1 (1-3 marks)

The candidate will produce a vague answer that mentions complaints. There may be a list of some elements of such a process. Confusion will exist.

Level 2 (4-6 marks)

The candidate will clearly understand that this is a process for individual problems. A general outline of the process - *formal complaint, interview, investigation, decision, appeal* - will be provided but errors or misconception may still exist.

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|--------|--|----------|
| Page 4 | Mark Scheme | Syllabus |
| | CAMBRIDGE INTERNATIONAL DIPLOMA – OCTOBER 2005 | 5165 |

Level 3 (7-10 marks)

The candidate will produce a level 2 answer with fewer errors and a clear explanation of the process. At the top end of this band the candidate may comment on the fact that the process does not work at TEL because it is not used. The top marks can be gained without this awareness.

[Total 20]

5 (a) List four methods of payment.

[4]

wages
salaries
fixed rates
piece-work
payment by results bonuses
profit sharing systems
share option schemes
pensions

[1 mark per point – max 4 marks]

(b) Describe two factors that may help the motivation of the male employees at TEL.

[6]

Level 1 (1-3 marks)

The candidate may list the factors given in the case study – *recognition* and *levels of responsibility* – or describe one of the two. If a factor is given that is not in the case but is a correct factor give credit but the candidate **cannot** move out of this band.

Level 2 (4-6 marks)

The candidate will correctly describe both of the factors given in the case. At the bottom of this band the answer may be unbalanced or contain errors. At the top of the band the description will be balanced and largely error free.

(c) Explain the main features of training and development at TEL.

[10]

Level 1 (1-3 marks)

The candidate may list the elements used at TEL - *on the job, off the job, induction and qualifications* – or explain one or two elements. Errors will exist and the explanations will be of a poor quality. Elements of training and development not mentioned in the case may be explained but this prevents the candidate moving into the next band.

Level 2 (4-6 marks)

The candidate will explain at least two elements well and possibly a third briefly from the case. There will be no evidence of elements that are not mentioned in the case. The development part of the question may be ignored.

Level 3 (7-10 marks)

The candidate will explain all three of the training elements well. Mention of qualifications will put candidates at the top of this band. Equally the use of qualifications with a Level 2 answer will put the candidate in this band.

[Total 20]