

**UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
Cambridge International Diploma Standard Level

## **MARK SCHEME for the October 2006 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 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.

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

The grade thresholds for various grades are published in the report on the examination for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses.

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**1 (a) List four HR specialists used by MComm in the past.**

Employee relations  
 Recruitment and Selection  
 Management Development  
 Training and Development

**[1 mark each = 4 marks]**

**(b) Explain with the use of an example, how MComm decentralised the management of its Human Resources.**

**Level 1 (1-3 marks)**

The candidate will quote the extract from the case study or may simply state that every job will be taken over by the department managers.

**Level 2 (4-6 marks)**

The candidate will explain that the roles performed by the specialists will now be the responsibility of the department managers, for example they will have to recruit their own staff, train them and ensure that the staff are happy.

Without an example the candidate cannot achieve a mark in this band.

**(c) Explain how MComm is attempting to fulfil the purpose of Human Resource Management**

**Level 1 (1-3 marks)**

The candidate may claim that the company is not fulfilling the purpose. Alternatively a vague answer stating what the company is doing but answering the question indirectly or by default rather than directly.

**Level 2 (4-6 marks)**

The candidate will correctly identify one purpose of HRM as reducing costs – *wages and salaries* – and explain how the company is trying to do this. Mention may be made at the top of this band to the reduction in staffing and the changes in contracts for cheaper staff.

**Level 3 (7-10 marks)**

The candidate will add to the Level 2 answer by explaining that the ability to react to change is also a purpose of HRM and possibly the changing of contracts is to enable this to happen. The reduction in the use of specialists might also be seen as a streamlining measure to enable the company to react to change.

**2 (a) List four areas of employment that the Trade Unions deal with at MComm.**

Wages  
 Salaries  
 Holidays  
 Working conditions  
 Health and Safety  
 Employee protection  
 Equal Opportunities

**[1 mark each to a maximum of 4 marks]**

**(b) Explain the importance of the following two aspects of the legal environment that the trade unions are complaining about:**

**(i) Employment protection**

**(ii) Equal Opportunities.**

**[2x3 = 6 marks]**

**Level 1 (1-2 marks)**

The candidate will mention employment protection/equal opportunities or may make general points that are based around the concepts.

**Level 2 (3 marks)**

The candidate will explain that the employees have rights and should be protected.

The candidate will explain that the employees have a right to be treated equally.

At the top of this band the situation at MComm will be used, and it will be stated that their legal rights are not being followed at present.

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- (c) Explain the actions that MComm have taken in reaction to the rapid changes in technology and suggest an alternative solution.

**Level 1 (1-3 marks)**

The candidate will produce a simple answer – workers are being sacked and ones with skills are replacing them. An alternative solution will not be provided.

**Level 2 (4-6 marks)**

The candidate will produce a more sophisticated answer – the company has replaced those who no longer have the required skills with those that do. In this band an alternative will be suggested such as train people. Extracts from the case may be used.

**Level 3 (7-10 marks)**

The candidate will produce a Level 2 answer but will provide a more sophisticated solution. Concepts such as lifelong learning and the training for new skills will be provided. Some comments on the best options may be included but are not necessary for the top mark.

- 3 (a) List four means of selection used by MComm in the past.

Letters of application  
Curriculum vitae  
Application forms  
Testing  
References

[1 mark each to a maximum of 4 marks]

- (b) Describe two different types of employment contract used or proposed by MComm.

**Level 1 (1-3 marks)**

The candidate will describe one well or two poorly – *temporary contracts; for specific jobs or tasks; full-time; permanent contracts.*

**Level 2 (4-6 marks)**

The candidate will explain two types of contract used by MComm in detail. The quality of the description will determine the mark in this band.

- (c) Describe the different ways that contracts have ended at MComm.

**Level 1 (1-3 marks)**

The candidate may provide a list of the different ways – *resignation; redundancy; dismissal and mutual agreement.* Alternatively an attempt will be made to explain some of the ways used by MComm.

**Level 2 (4-6 marks)**

The candidate will describe at least two of the methods used by MComm in detail, without error. The other methods may be mentioned but inadequately described.

**Level 3 (7-10 marks)**

The candidate will accurately describe at least three of the methods used and at the top of the band all four methods will be described.

- 4 (a) List four systems which could be used by the workers at MComm in order to communicate and resolve their problems.

Worker Directors  
Works Council  
Committees  
Grievance procedure

[1 mark each = 4 marks]

- (b) Describe how an appraisal system might work at MComm.

**Level 1 (1-3 marks)**

The candidate will produce a very basic answer that repeats the ideas in the case – *to look at an employee's performance and training needs.*

**Level 2 (4-6 marks)**

The candidate will produce a more sophisticated answer that discusses a regular review that covers a number of issues, including those above, and allows for a two-way discussion.

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- (c) Describe the different working patterns suggested for MComm and explain how they might help reduce costs.

**Level 1 (1-3 marks)**

The candidate may simply list the different working patterns – *shift work; day shifts and night shifts; flexitime*. Alternatively one or two may be described poorly or briefly.

**Level 2 (4-6 marks)**

The candidate will describe all of the working patterns suggested for MComm. At the top of the band some reference to reducing costs may be made.

**Level 3 (7-10 marks)**

The candidate will produce a Level 2 answer but will explain how shift working will keep the machines working all day and through the night, maximising their use and output. In addition, there may be a need for less machines.

At the top of this band the office workers and the need for less office space or fewer desks etc. will be included.

- 5 (a) List four features of training suggested by the trade union.

On-the-job training  
Off-the-job training  
External training  
Internal training  
Skills training  
Certification

[1 mark each to a maximum of 4 marks]

- (b) Explain the difference between on-the-job and off-the-job training.

**Level 1 (1-3 marks)**

The candidate will produce a very simple version – *in the factory and away from the factory*. An extract from the case may be used without explanation or very little explanation.

**Level 2 (4-6 marks)**

A more sophisticated answer will discuss training alongside an experienced operative whilst still doing the job and going off site to be trained by experienced trainers working for another company. MComm and the trade union may be used as examples.

- (c) Explain how the suggestions made by the trade union, especially point 5, might contribute to improving motivation at MComm.

**Level 1 (1-3 marks)**

General points may be made about the trade union trying to improve the situation.

Point 5 (to offer recognition and rewards) may simply be repeated without a detailed explanation.

**Level 2 (4-6 marks)**

The candidate will clearly understand how the nature of work contributes to motivation – *recognition; levels of responsibility; promotion; working relationships; job satisfaction* – and use point 5 to link the case to motivation.

**Level 3 (7-10 marks)**

The candidate will produce a Level 2 answer but will go beyond point 5 and add other factors mentioned elsewhere in the case study e.g. training may improve working conditions