

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the October 2007 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 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.

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 discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the October/November 2007 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.



Page 2	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2007	5165

- 1 (a) List four elements of the meaning of Human Resource Management (HRM) as understood by Nitin. [4 x 1 = 4 marks]

Any four points from the following list:

a process,
the creation of relationships between staff,
the creation of relationships between organisations,
maintaining relationships between staff,
maintaining relationships between organisations

- (b) Explain two purposes of HRM. [2 x 3 = 6 marks].
Providing the right mix of skills; controlling the costs of employment (wages and salaries, support costs, social costs); ensuring the organisation has the ability to react effectively to change.

For each of the two purposes:

Level 1 (0–2 marks)

The candidate may **list** any or all of the purposes without any explanation. Alternatively the explanation provided may be incorrect or poorly expressed.

Level 2 (3 marks)

The candidate will **explain** fully and accurately a **purpose** of HRM. The explanation will be linked to the welfare of the employees or the running of the company.

- (c) Describe the approach taken by Nitin to the management of human resources. [10 marks]

Level 1 (0–4 marks)

The candidate may make a simple statement to say that Nitin does everything in this company. At the top of this band a number of examples may be used, some may not be relevant to HRM.

Level 2 (5–8 marks)

The candidate will state Nitin controls all aspect of HRM at CityCars and provide relevant examples. At the top of this band reference to a centralised approach will be made. The explanation of a centralised approach may not be totally accurate.

Level 3 (9–10 marks)

The candidate will correctly identify a centralised approach to HRM with Nitin performing all of the functions. Examples from the case may be used. The explanation of a centralised approach will be clear and accurate and an evaluation of this approach may be given although this is not necessary to achieve full marks.

Page 3	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2007	5165

- 2 (a) List four features of the local labour market. [4 x 1 = 4 marks]

Any four points from the following list:

young (under 21) males
 unemployed males
 want full time work
 few looking for part-time work
 those looking for part-time are female and much older, over 50
 All of the workers tend to be semi-skilled.

- (b) Identify two changes CityCars might need to make if they are to conform to the correct legal environment for HRM. [2 x 3 = 6 marks]

No one has a legal contract of employment; Nitin is not fulfilling some aspects of the Health and Safety legislation; job descriptions do not exist and he usually ignores equal opportunities.

Level 1 (0–2 marks)

The candidate may list any or all of the factors above without any explanation. Alternatively the explanation provided may be incorrect or poorly expressed.

Level 2 (3 marks)

The candidate will identify fully and accurately a **change** that Citycars needs to make. The explanation will be linked to the case study and the running of the company.

- (c) Describe the functions that a trade union could perform to improve the working environment at CityCars. [10 marks]

Level 1 (0–4 marks)

The candidate will not relate the answer to CityCars but will discuss trade unions in general. Alternatively the candidate may discuss the concept of an unofficial trade union or explain the fact that Nitin did not agree with trade unions. At the top of this band the candidate may refer to the fact that the workers have formed an unofficial trade union and asked for a meeting.

Level 2 (5–8 marks)

The candidate will link the functions of trade unions to the situation at CityCars and may suggest formal legal contracts, compliance with H&S legislation, formal negotiation etc. The marks within this band are for the quality of the explanation.

Level 3 (9–10 marks)

The candidate will not only provide a quality level 2 answer but will make specific reference to at least **three** points made in the case study.

Page 4	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2007	5165

- 3 (a) List four elements of the recruitment process. [4 x 1 = 4 marks]**

Any four points from the following list:

job descriptions
 person specifications
 application forms
 CVs
 choosing the correct media

- (b) Explain two elements of the selection process. [2 x 3 = 6 marks]**
Letters of application; CVs; application forms; references; tests; interviews

Level 1 (0–2 marks)

The candidate may **list** any or all of the elements above without any explanation. Alternatively the explanations provided may be incorrect or poorly expressed. Confusion between recruitment and selection may exist.

Level 2 (3 marks)

The candidate will explain fully and accurately an element of the selection process that Citycars should follow. A clear understanding of the difference between selection and recruitment will exist.

- (c) Explain the different ways in which a worker's employment at CityCars could end. [10 marks]**

Resignation; retirement; redundancy; dismissal; mutual agreement; end of contract

Level 1 (0–4 marks)

The candidate may produce a list of ways that a contract of employment could end. Alternatively they will try to explain the two methods quoted in the case study.

Level 2 (5–8 marks)

The candidate will accurately explain the different ways in which a contract of employment may end. The quality of the answer will determine where in this band the answers sit.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but in addition will mention that technically none of the workers have a contract. The best candidates will therefore rule out some of the options but this is not necessary to obtain full marks.

Page 5	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2007	5165

- 4 (a) List four methods of measuring and monitoring a worker's performance. [4 x 1 = 4 marks]

Any four points from the following list:

standards
 targets
 key competences
 appraisal systems

- (b) Explain how two methods of measuring and monitoring a worker's performance might operate at CityCars. [2 x 3 = 6 marks]

Level 1 (0–2 marks)

The candidate may **list** any or all of the methods in (a) above without any explanation. Alternatively the explanations provided may be incorrect or poorly expressed.

Level 2 (3 marks)

The candidate will **explain** fully and accurately a method(s) of measuring and monitoring performance that CityCars should follow. A clear understanding of the method chosen will exist.

- (c) Explain the different methods that might be used to resolve the conflict at CityCars. [10 marks]

Possible methods – briefing structures; surveys; discipline and grievances processes; works councils; committee structures; worker directors; collective agreements.

Level 1 (0–4 marks)

The candidate may produce a **list** of systems for communication or conflict resolution. Alternatively a list for both may be produced without an adequate or accurate description.

Level 2 (5–8 marks)

The candidate will fully and accurately **describe** the different systems that exist for communication and conflict resolution to obtain the top marks in this band. Errors in the description or brevity will lower the candidate's mark.

Level 3 (9–10 marks)

The candidate will fully and accurately describe the different systems that exist for communication and conflict resolution and **provide** a sensible recommendation for CityCars.

Page 6	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2007	5165

- 5 (a) List four fringe benefits that CityCars could use. [4 x 1 = 4 marks]

Any four points from the following list:

holidays
 company cars
 cheap loans
 subsidised food
 subsidised accommodation
 subsidised health care
 access to discounted company products
 pensions

- (b) Describe two different methods of payment and reward that CityCars could use. [2 x 3 = 6 marks]

Level 1 (0–2 marks)

The candidate may **list** any or all of the methods without any explanation. Alternatively the explanation(s) provided may be incorrect or poorly expressed.

Level 2 (3 marks)

The candidate will **explain** fully and accurately a method(s) of payment/reward that CityCars should use. A clear understanding of the method chosen will exist.

- (c) Describe the different types of training that would help the workers at CityCars. [10 marks]

Level 1 (0–4 marks)

The candidate will discuss training in general and not relate this to CityCars. Alternatively one aspect of training may be outlined and related to CityCars.

Level 2 (5–8 marks)

The candidate will begin to put together a system of training for CityCars that includes new skills training and training for new employees. There may be errors or omissions but generally the system will be acceptable.

Level 3 (9–10 marks)

The candidate will put together a full and relevant system of training for CityCars that includes induction and new skills training.