

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the October 2011 question paper
for the guidance of teachers

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

- Cambridge will not enter into discussions or correspondence in connection with these mark schemes.

Cambridge is publishing the mark schemes for the October/November 2011 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

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1 (a) List four purposes of Human Resource Management. [4]

Any four points from the following list;
 Right mix of skills; controlling the costs of employment; wages and salaries; support costs; social costs; the ability to react to change

1 mark for each highlighted term.

(b) Using examples from TCS (Temporary Construction Staff), explain two reasons why organisations must manage people effectively and efficiently. [6]

Level 1 (0–4 marks)

One mark for each example. Reasonable answer but without examples or poor explanation; to avoid waste; to control costs; to ensure efficiency; to improve productivity; to comply with agreements/contracts.

Level 2 (5–6 marks)

Two marks for reasons. The candidate will produce a good answer with suitable examples; appointment of unsuitable workers; Kim stealing from the company; loss of reputation; loss of contract; meet deadlines.

(c) Explain how TCS changed its approach to HRM as it grew in size and describe how the responsibilities were divided. [10]

Level 1 (0–4 marks)

Demonstrates limited knowledge and restricts answer to definitions or quotes from the case. **The company changed its approach to HRM and now organized staff into groups, each with its own foreman, who was responsible for the daily management but who could refer to Manuel if any major HRM issues arose.**

Level 2 (5–8 marks)

Correct explanation of changes and division of responsibilities. The phrases centralisation and decentralisation should be used and should be explained and correct. Candidates should identify the fact that some of the HR functions have been decentralised when previously everything was centralised. An attempt will be made to explain how the responsibilities were divided. More able candidates will explain that appointments, contracts and rates of pay were still centralised but daily HR functions such as grievance were intended to be decentralised.

Level 3 (9–10 marks)

Good level 2 answer clearly linked to TCS and recognises failure of approach as it has been unsuccessful.

[Total: 20]

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2 (a) List four features of any employment market. [4]

Any four points from the following list;
Age; gender; full-time; self-employment; part-time; skill levels; sectors etc;

1 mark for each term.

(b) Explain how a worker in Kim's team might benefit from being a member of a trade union. [6]

Level 1 (0–4 marks)

Candidate describes typical trade union functions such as; negotiate for contracts, represent workers, negotiate pay and conditions.

Level 2 (5–6 marks)

Candidate identifies/relates the benefits to Kim's team/TCS e.g.; protection against the bullying tactics of Kim, end the policy of instant dismissal, ensure minimum wage rate.

(c) Explain what aspects of employment law it is important for a company such as TCS to follow. [10]

Level 1 (0–4 marks)

Lists various employment laws with little explanation. The candidate will highlight those aspects of employment law that are outlined in the case study. This will include contracts, minimum wages, equal opportunities, paternity/maternity, health and safety, etc (not training).

Level 2 (5–8 marks)

Explains main areas of employment law in more detail. At the top of the range candidates will make reference to TCS and also consider health and safety in more detail (mention the poor quality of tools provided, the threat of instant dismissal).

Level 3 (9–10 marks)

Good level 2 answer and identifies other benefits to TCS of abiding by laws such as improved efficiency and productivity.

[Total: 20]

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3 (a) List four types of employment contract. [4]

Any four points from the following list

Full-time permanent; full-time temporary; part-time; fixed term; for services; contracted out; casual

1 mark for each highlighted term.

(b) Describe the correct process Kim should have used for ending an employee's contract. [6]

Level 1 (0–4 marks)

Candidate describes process of giving the worker more than one warning; answers will mention verbal warnings followed by written warnings before dismissal. Answers simply listing dismissal or redundancy earn 1 mark only.

Level 2 (5–6 marks)

Candidate either relates answer to TCS or describes process and mentions offences where instant dismissal is justified e.g. violent conduct, theft.

(c) Describe the recruitment and selection process that TCS should have used to recruit more workers. [10]

Level 1 (0–4 marks)

Lists items without explanation. Recruitment includes purpose, job descriptions, person specifications, applications forms, CVs, suitable media. Selection includes letters of application, CVs, applications forms, references, tests, interviews.

Level 2 (5–8 marks)

Provides full list with descriptions; more able candidates will apply their answers to TCS or the construction industry. Answers describing either recruitment or selection only maximum 5 marks.

Level 3 (9–10 marks)

Good level 2 answer making reference to TCS such as recognising time and cost constraints.

[Total: 20]

Page 5	Mark Scheme: Teachers' version	Syllabus
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4 (a) List four ways of organising working patterns. [4]

Any four points from the following list
 Flexitime; shiftwork; day work; night work; days on/days off; fixed periods of work
 (not overtime)

1 mark for each highlighted term.

(b) Explain how a shift system of working might operate for TCS. [6]

Level 1 (0–4 marks)

Candidate describes how shift system would operate or quotes from case **the construction companies all had deadlines to meet and used shift work patterns as this meant that work was completed earlier without having to make staff work overtime as this often lead to tiredness and more mistakes being made.** Some workers will work at one time and others at another time; possible suggests morning and evening shifts, even night shifts.

Level 2 (5–6 marks)

Candidate clearly illustrates how shifts would operate and the options for a company such as TCS including less tiredness (no overtime) / higher wages for anti-social hours.

(c) Kim was not prepared to listen to or discuss problems. Describe the system that should have operated for resolving problems. [10]

Level 1 (0–4 marks)

Lists procedures without explanation or omits individual/group methods. The candidate will briefly outline a grievance procedure. Answers describing appraisal systems gain maximum 2 marks.

Level 2 (5–8 marks)

Candidates will describe the individual problem solving mechanisms (discipline and grievance) and the formal group methods (committees, workers councils). At the top of the range the candidate will suggest that Kim should have listened or allowed a time when they could have discussed these issues.

Level 3 (9–10 marks)

Good level 2 answer well applied to TCS such as the formal negotiation and consultation processes that could be put into place where workers operate at different locations.

[Total: 20]

Page 6	Mark Scheme: Teachers' version	Syllabus
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5 (a) List four methods of payment to workers. [4]

Any four points from the following list

Salaries; wages; fixed rates; piece work; payment by results; bonuses; profit sharing; pensions; share option schemes (not fringe benefits)

1 mark for each highlighted term.

(b) Identify which method of payment would be the most appropriate for the workers of TCS. [6]

Level 1 (0–4 marks)

Candidate identifies methods of payment with no/weak explanation. The candidate will identify fixed rates, piecework or bonuses. Wages may also be mentioned but with a maximum of 4 marks. Other methods must be justified and no more than 3 marks.

Level 2 (5–6 marks)

Candidate explanations must be full and accurate. For the top mark the candidate must choose one method – candidates can comment on just one method provided it is well justified.

(c) Describe a training plan that Kim should have used for all of his new workers. [10]

Level 1 (0–4 marks)

Lists training methods in general and not linked to TCS. If induction only then maximum of 4 marks.

Level 2 (5–8 marks)

Describes training methods in general (maximum 6 marks). The candidate will clearly identify induction training for new employees that will discuss other factors; company policies and procedures, health & safety, complaints/grievance procedures and focus on what would be required such as the need for internal on the job training.

Level 3 (9–10 marks)

Good level 2 answer. Candidates will include an evaluation of how suitable the different training methods would be for TCS.

[Total: 20]