

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

## **MARK SCHEME for the October 2012 series**

**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 should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge will not enter into discussions about these mark schemes.

Cambridge is publishing the mark schemes for the October 2012 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

Page 2	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2012	5165

- 1 (a) Define the meaning of Human Resource Management (HRM). [4]

A process for **creating** and **maintaining** relationships between **people who work for and with them**, and between **organisations**.

- (b) Explain the approach that ENY Bank is using to manage its human resources. [6]

**Level 1 (0–4 marks)**

The candidate will explain **centralised** and **decentralised** management of HRM. At the top of this band candidates will explain which approach is used by ENY Bank.

**Level 2 (5–6 marks)**

The candidate will explain how centralisation is necessary at ENY Bank due to the nature of the work and the need to safeguard funds.

- (c) Explain how ENY Bank is fulfilling the purposes of HRM. [10]

**Level 1 (0–4 marks)**

The candidate will produce a list or only provide the exact meaning of two or more purposes - **control the cost of wages; control the cost of salaries; control the cost of administration; control the social costs; having the right mix of staff; the ability to react to change**.

**Level 2 (5–8 marks)**

The candidate will list all purposes and provide an explanation for each of them. At the top of this band candidates will provide clear explanations with some examples or illustration.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer but will provide examples to illustrate each purpose that are relevant to the banking industry.

- 2 (a) List four features of the employment market that ENY Bank is recruiting from. [4 × 1 = 4]

Young, male and female, well-qualified (skilled), full-time, permanent contracts

- (b) Explain how the rapid growth in technology is affecting the employees of ENY Bank. [6]

**Level 1 (0–4 marks)**

The candidate will make a general point about how technology is changing. They may discuss the need for new skills, implications for career development, career changes, training and lifelong learning.

**Level 2 (5–6 marks)**

The candidate will explain that technology is constantly changing and hence new skills are required. These changes make constant training necessary for the business to keep up with its competitors.

Page 3	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2012	5165

- (c) Explain how the bank might improve working conditions to satisfy the female staff and respond to the demands of the legal environment. [10]

**Level 1 (0–4 marks)**

The candidate will simply list areas of legislation with no explanation or reference to female staff; Health & Safety; equal opportunities; employment protection; maternity leave; working hours and wages.

**Level 2 (5–8 marks)**

The candidate will correctly identify the issues of concern to female staff – **working areas and conditions to be made more suitable for the needs of female staff; improved opportunities for promotion; entitlement to time off when pregnant; more flexible hours to suit mothers with young children.** Exact quotes will be awarded 5 marks. Answers at the top of the band will make reference to the relevant legislation for each issue.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer whilst making reference to the problems each issue might cause ENY Bank.

- 3 (a) List four types of contract that ENY Bank could use for new staff. [4 × 1 = 4]

Permanent; full time; part-time; fixed term; job specific contracts.

- (b) Explain the different working patterns that ENY Bank could use to satisfy the needs of all employees. [6]

**Level 1 (0–4 marks)**

The candidate will explain day work; shift work and flexitime. At the top of this band the candidate will explain how each pattern operates with reference to ENY Bank - **more flexible hours to suit mothers with young children; young male employees prefer day work.** Exact quotes will be awarded 4 marks

**Level 2 (5–6 marks)**

The candidate will accurately explain how each pattern satisfies the needs of each group: flexitime – mothers have more time with family; young males don't like working weekends/nights

- (c) Explain the methods which ENY Bank can use to end the contracts of employees. [10]

**Level 1 (0–4 marks)**

The candidate will simply list the methods available; resignation; redundancy, dismissal, mutual agreement, end of contract.

**Level 2 (5–8 marks)**

The candidate will explain in detail the ways in which employment can end – **some employees will leave of their accord, some of the jobs will no longer exist; some employees will not be competent in using the new systems; some are on fixed term contracts;** Exact quotes will be awarded 5 marks. Higher marks will be awarded where the candidate relates each method to the quote from the case and expands upon the methods.

Page 4	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2012	5165

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer but will state other reasons in which employment can end – **end of contract through mutual agreement, disciplinary breaking rule.**

- 4 (a) List four systems that ENY Bank could use to improve communications. [4 × 1 = 4]

Worker directors; Health and Safety committee; Consultation committee; Social committee; Works Council.

- (b) Explain which systems could be used for resolving problems at ENY Bank. [6]

**Level 1 (0–4 marks)**

The candidate will explain discipline and grievance procedures. At the top of the level reference will also be made to – **employees claim that the treatment of complaints from or about staff is not consistent and that different branch managers deal with complaints however they want.**

**Level 2 (5–6 marks)**

The candidate will produce a Level 1 answer but also comment on how procedures ensure consistency and fairness.

- (c) Explain how ENY Bank could measure and monitor the performance of its employees. [10]

**Level 1 (0–4 marks)**

The candidate will list or explain some of the components such as standards, targets, key competencies; appraisal systems.

**Level 2 (5–8 marks)**

The candidate will clearly explain the components of standards, targets, key competencies; appraisal systems – **branch managers feel that each employee should have a clear understanding of what standards they should achieve in their job, including specified targets and key competencies, which could then be monitored through regular meetings between the branch manager and individual employees.** Exact quotes will be awarded 5 marks. Higher marks will be awarded where the candidate expands each component and makes some reference to ENY Bank.

**Level 3 (9–10 marks]**

The candidate will produce a Level 2 answer but will provide examples of standards (eg: complying with customer service procedure), targets (eg: completing work within deadlines) and key competencies (eg: level of numerate/IT skills) relevant to ENY Bank.

Page 5	Mark Scheme	Syllabus
	Cambridge International Diploma – October 2012	5165

5 (a) List four 'fringe benefits' used by ENY Bank. [4 × 1 = 4]

cheap loans  
discounts on holidays  
free healthcare  
discounts on bank products

(b) Explain how the nature of work at ENY Bank contributes to employee motivation. [6]

**Level 1 (0–4 marks)**

The candidate will explain job satisfaction, working relationships, levels of responsibility; lists will be awarded 2 marks only. **Employees enjoy the job satisfaction from the work; the relationships with other colleagues; the levels of responsibility given to them by managers.** An exact quote is worth 4 marks.

**Level 2 (5–6 marks)**

The candidate will relate motivational theory to ENY Bank – Herzberg, Maslow, McGregor.

(c) Explain the different methods of payment ENY Bank uses to motivate staff. [10]

**Level 1 (0–4 marks)**

The candidate will list all the various methods of payment; salaries/wages, piece-work, payment by results, bonuses and profit sharing schemes.

**Level 2 (5–8 marks)**

The candidate will explain how ENY Bank use the methods – **higher salaries are paid to more capable staff and all staff will receive extra payments if monthly targets are met. An annual bonus is given to enable employees to benefit if the Bank has made a good profit for the year.** An exact quote is worth 5 marks. Higher marks will be awarded where the candidate explains how each method will motivate staff.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer but will also relate their answer to motivational theory in recognising that payments alone are unlikely to motivate staff in the long term.