



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS  
Cambridge International Diploma in Business  
Standard Level

**HUMAN RESOURCE MANAGEMENT**

**5165/01**

Optional Module

**October 2011**

**2 hours plus 15 minutes' reading time**

Additional Materials: Answer Booklet/Paper

**READ THESE INSTRUCTIONS FIRST**

Write your Centre number, candidate number and name on all the work you hand in.

Write in dark blue or black pen.

You may use a soft pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, highlighters, glue or correction fluid.

Attempt **all** tasks.

Start each task on a new piece of paper.

Please leave a margin on the right and left hand side of each new page.

At the end of the examination, fasten all your work securely together, in the correct order.

The number of marks is given in brackets [ ] at the end of each question or part question

This document consists of **3** printed pages and **1** blank page.



**You must read the case study below and attempt ALL the tasks which follow.**

(This case study is fictitious.)

### **TEMPORARY CONSTRUCTION STAFF (TCS)**

Temporary Construction Staff (TCS) was established in 2000 by Manuel, Gurjit and John. The company employs full-time unskilled labourers that are hired out to local construction companies who need staff to complete short term projects. Manuel manages the Human Resource Management (HRM) functions of the company. Gurjit negotiates the contracts and allocates jobs to the staff. John deals with the finance, buying tools and safety equipment, paying the bills and the staff weekly wages. 5

As the company grew, Manuel was no longer able to manage all of the labourers working at many different locations around the local area. 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. The company changed its approach to HRM and organised 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. 10

Most groups worked well together but there was concern with one group, managed by Kim. Manuel was concerned that staff turnover was much higher in this group, and some labourers had left without giving notice. It appeared that these had been replaced by new staff but Manuel had not been given a record of a formal interview or any paperwork. The company was not sure if some of these workers actually existed. Company policy clearly stated that all jobs were to be advertised and the candidates interviewed by the foreman. Those appointed received a contract from Manuel. 15

Whilst negotiating new contracts Gurjit has received some complaints from the construction companies about the way TCS treated their workers, the poor quality tools their employees had to work with and the poor wages that TCS paid. When Gurjit discussed this with Manuel he was surprised by the comments as TCS had always paid above the minimum wage and obeyed local employment laws. 20

Recently Gurjit received complaints from a construction company who had only just started working with TCS. In order to find out what the problems were TCS contacted an employee who had left after only 3 days working with Kim's group without giving any notice. This employee said that he had visited the construction site and asked Kim for a job. Kim asked him if he had any experience, which he claimed that he had although he now admitted this was not true. Kim gave him a job but told him that the company did not issue contracts and the wage rate was below the minimum wage. Kim told the new employee that staff who caused problems would be sacked instantly without any pay. He also told him that as foreman it was not his job to sort out any problems and that if he needed help he should join a trade union. 25 30

On arrival for his first day at work Kim provided him with some old and damaged tools, told him where to work and how long the job should take. The employee asked about job training and induction but Kim said that it was not needed as he was only a labourer. Kim told the new employee if he did the job as quickly as possible he could then leave before the end of the shift. 35

Gurjit contacted Kim and asked to see him in his office. When Kim arrived he confronted him with the complaints and new employee's comments. Kim eventually admitted that he had been taking money out of the workers pay packets and selling the new tools provided. He also admitted that some of the employees he claimed money for did not actually exist. At this point Manuel had no choice but to dismiss him. 40

**You must attempt ALL of the following tasks.**

**Where appropriate use the information from the case study to support your answer.**

- 1 (a) List **four** purposes of Human Resource Management. [4 x 1 = 4]
- (b) Using examples from Temporary Construction Staff (TCS) explain **two** reasons why organisations must manage people effectively and efficiently. [2 x 3 = 6]
- (c) Explain how TCS changed its approach to HRM as it grew in size, and describe how the responsibilities were divided. [10]
- [Total: 20]
- 2 (a) List **four** features of any employment market. [4 x 1 = 4]
- (b) Explain how a worker in Kim's team might benefit from being a member of a trade union. [6]
- (c) Explain what aspects of employment law it is important for a company such as TCS to follow. [10]
- [Total: 20]
- 3 (a) List **four** types of employment contract. [4 x 1 = 4]
- (b) Describe the correct process Kim should have used for ending an employee's contract. [6]
- (c) Describe the recruitment and selection process that TCS should have used to recruit more workers. [10]
- [Total: 20]
- 4 (a) List **four** ways of organising working patterns. [4 x 1 = 4]
- (b) Explain how a shift system of working might operate for TCS. [6]
- (c) Kim was not prepared to listen to or discuss problems. Describe the system that should have operated for resolving problems. [10]
- [Total: 20]
- 5 (a) List **four** methods of payment to workers. [4 x 1 = 4]
- (b) Identify which method of payment would be the most appropriate for the workers of TCS. [6]
- (c) Describe a training plan that Kim should have used for all of his new workers. [10]
- [Total: 20]

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