

## UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Advanced Level

### MARK SCHEME for the May 2006 question paper

#### CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5175

Human Resource Management, maximum mark 100

These mark schemes are published as an aid to teachers and students, to indicate the requirements of the examination. They show the basis on which Examiners were initially instructed to award marks. They do not indicate the details of the discussions that took place at an Examiners' meeting before marking began. Any substantial changes to the mark scheme that arose from these discussions will be recorded in the published *Report on the Examination*.

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 discussion or correspondence in connection with these mark schemes.

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- 1 (a) ZKA has not used HRM to its best effect. Explain, providing three examples, how HRM has developed in other companies. [10]**

Level 1 (0-4 marks) – The candidate will produce an answer that describes some of the actions taken by the company but does not directly answer the question. Alternatively a list of the three examples will be produced.

Level 2 (5-8 marks) – The candidate will explain how HRM has developed elsewhere but will only produce up to two correct examples. Alternatively three examples will be used but poorly explained.

Level 3 (9-10 marks) – The three examples in the case study will be used and correctly explained. A contrast with ZKA might be used. *workforce centred activity; welfare activity; a means of mediation between the workers and the company.*

- (b) Outline the benefits to ZKA of two different specialist roles in HR. [10]**

Level 1 (0-4 marks) – The candidate will list two examples or may try to explain two specialist roles of HR. Explanations will be inaccurate or contain errors and may not be applicable to the case.

Level 2 (5-8 marks) – The candidate will correctly identify two specialist roles and outline how they operate. Some reference to the benefits to ZKA may be made at the top of this band.

Level 3 (9-10 marks) – The candidate will produce a Level 2 answer and clearly identify the benefits such as the avoidance of recruiting the wrong employees and minimising the disputes that took place. *Specialist roles – employee relations, recruitment and selection, management development.*

- 2 (a) Explain the role of a trade union and describe how the union tried to change the situation at ZKA. [10]**

Level 1 (0-4 marks) – The candidate may list the functions/roles of a trade union. Alternatively they will try to explain the role of a trade union but there will be errors and omissions. A passage from the case study may be copied.

Level 2 (5-8 marks) – The candidate will correctly identify the role of a trade union and provide a full account. At the top of this band there will be an attempt to link the role of the trade union to the case study.

Level 3 (9-10 marks) – The candidate will produce a Level 2 answer but there will be a clear link between what the union tried to achieve and the role of a trade union. A perfect answer is not required for the top marks.

- (b) Explain how ZKA could have minimised the impact of new technology on its workforce. [10]**

Level 1 (0-4 marks) – The candidate will produce a very simple answer such as provide training or recruit better workers.

Level 2 (5-8 marks) – The candidate will produce a more sophisticated answer that points to the fact that workers had to organise and pay for their own training. The company did not provide any sort of training – induction or otherwise. At the top of this band quotes from the case will be used or expressed in the candidates own words.

Level 3 (9-10 marks) – The candidate will add to the Level 2 answer by mentioning lifelong learning and the need to constantly update skills etc. ZKA were not interested in lifelong learning.

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**3 (a) Explain the purpose of the following in the recruitment and selection process.**

- (i) a job description** [4]
- (ii) a person specification** [3]
- (iii) an application form** [3]

Level 1 (0-2 marks) – The candidate will describe the document(s) listed in the question and attempt to explain the purpose of the document.

Level 2 (3-4 marks; max 3 marks for (ii) and (iii)) – The candidate will clearly explain the purpose of the document(s) with a minimum of error and explain how they are part of the process to obtain the best possible workers for the company.

**(b) Using examples from the case study explain the impact of poor HR planning.** [10]

Level 1 (0-4 marks) – The candidate will produce a vague answer that mentions the appointment process and possibly takes passages from the case study.

Level 2 (5-8 marks) – The candidate will link the new appointments to factors in the case such as poor timekeeping, absenteeism or a poor health and safety record. At the top of the band the candidate will begin to explain why the present process of replacing workers is not good planning.

Level 3 (9-10 marks) – The candidate will produce a Level 2 answer which may mention the cost and waste of reacting in this way and may offer suggestions or alternatives although to gain the top marks this is not necessary. Mention will be made of different teams working side by side which shows poor HR planning.

**4 (a) Explain how an appraisal system may have helped the following:**

- (i) the workers at ZKA** [5]
- (ii) the company.** [5]

Level 1 (0-2 marks) – The candidate will attempt to explain what an appraisal system is. This will contain errors and or omissions. A list of features of an appraisal system is an alternative answer at this level. An attempt to link this to the workers/company will be made.

Level 2 (3-4 marks) – The candidate will accurately explain how an appraisal system works and begin to link this to the situation at ZKA. The candidate will clearly make the point that problems can be overcome via an appraisal system. Some errors and omissions may exist.

Level 3 (5 marks) – A Level 3 answer will be produced with a comprehensive range of problems discussed and explained in the context of the workers/the company. (*poor timekeeping, absenteeism, a poor health and safety record and poor performance/output*).

**(b) Explain two of the working structures used by ZKA.** [10]

Level 1 (0-4 marks) – The candidate may be confused between working patterns and working structures and will cover both or elements of each. Alternatively a list of the working structures used – *project teams, product groups, task groups, functional and product based groups* – will be produced.

Level 2 (5-8 marks) – The candidate will clearly understand the difference between working structures and working patterns and explain at least one accurately. At the top of this band at least two will be explained although not necessarily fully, or at least one fully and one partially.

Level 3 (9-10 marks) – At this level both structures chosen will be fully explained. Errors may still exist.

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- 5 (a) Explain how the working conditions at ZKA might have influenced the motivation of the workers. [10]**

Level 1 (0-4 marks) – The candidate will attempt to explain the theory or theories of motivation. This may be poor with many errors and omissions. Alternatively a list of factors affecting motivation will be produced.

Level 2 (5-8 marks) – The candidate will briefly explain the theory of motivation and link some of the factors mentioned in the case study - they were undervalued with no access to proper training or the opportunity to express their views – explaining, at the top of the band, why this affected them.

Level 3 (9-10 marks) – The candidate will produce a Level 2 answer but in addition may mention the constant threat to their jobs and the generally poor working conditions.

- (b) Outline a training plan for ZKA which would ensure that the workers are kept up to date and output is at a maximum. [10]**

Level 1 (0-4 marks) – The candidate will produce a very general answer that recommends more training and possibly induction training. The benefits of training or what training is may be described.

Level 2 (5-8 marks) – The candidate will begin to put together a plan that goes from induction training to on the job or off the job training with constant updates. At the top of the band it will be logical and coherent.

Level 3 (9-10 marks) – The candidate will produce a Level 2 answer but will include a training needs analysis and may mention lifelong learning as a concept.