

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the May 2010 question paper
for the guidance of teachers

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5175 Human Resource Management, maximum mark 100

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- 1 (a) Explain how the employment agency is contributing to the strategic purpose of Human Resource Management (HRM) on the Fusion tour. [5]

Level 1 (0–3 marks)

The candidate will make a general observations) – *helping to find staff* – or quote passages from the case study.

Level 2 (4–5 marks)

The candidate will recognise that the Employment Agency (EA) is *providing the right mix of skills* – hence contributing to the purpose of HRM. At the top of this band they will recognise that this is the *strategic purpose of HRM – contributing specialist expertise to the medium term development of the organisation*.

- (b) Explain how the employment agency is fulfilling the role of a modern HRM department. [5]

Level 1 (0–3 marks)

The candidate will explain what an Employment Agency is, or does or will explain the modern role of HRM.

Level 2 (4–5 marks)

The candidate will explain that the modern role of HRM includes *mediating between the organisation and the people it employs* and *supplying the organisation with one of the main types of resource which it needs to operate effectively*. The Employment Agency is fulfilling both of these roles.

- (c) Explain the *two* different approaches taken by Fusion Management to the management of Human Resources on the tour. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer or will quote passages from the case. They may mention the fact that some are on permanent contracts and others fixed term or casual.

Level 2 (5–8 marks)

The candidate will clearly understand that one approach is *centralised*, the staff hired by Fusion Management, and the other approach is *decentralised*, the Agency staff. In this band the terms centralised and decentralised may not be used and the explanations may be weak or contain errors.

Level 3 (9–10 marks)

The candidate will use the terms *centralised* and *decentralised* and the explanation will be clear and precise.

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- 2 (a) Explain the significance, to the employees and Fusion, of the fact that the employees who work for Fusion Management are not members of a trade union. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer that will explain what a trade union is. Alternatively they may explain why Fusion Management does not employ employees who are members of a trade union; they may quote the passage in the case. Quotes from the case study will be awarded 4 marks.

Level 2 (5–8 marks)

The candidates will explain the advantages/disadvantages for the employees not being a member of a trade union. At the top of this band the advantages/disadvantages for the company will also be explained.

Level 3 (9–10 marks)

The candidate will produce a strong level 2 answer but will draw conclusions and make a statement regarding the significance for both sides.

- (b) Explain why it is important for Fusion Management to conform to the legal environment in each country. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer that may list or discuss some of the legal aspects such as *Health and Safety, Minimum Wage and Equal Opportunities*. Quotes from the case study will be awarded 4 marks.

Level 2 (5–8 marks)

The candidate will discuss all of the legal aspects mentioned in the case and will explain the consequences of each one, breaking the law could lead to the operation, the concert, being closed down, loss of reputation for the band and the management being fined or jailed.

Level 3 (9–10 marks)

The candidate will produce a good level 2 answer and will refer to *injuries, workers refusing to work, complaints* and any other reasonable consequence.

- 3 (a) Explain the difference between a permanent and a fixed term contract. [5]

Level 1 (0–3 marks)

The candidate will explain a fixed term contract and a permanent contract. There will be errors and omissions.

Level 2 (4–5 marks)

The candidate will explain that the permanent contract has no time limit and the holder has all of the benefits and security the company can offer. In contrast the fixed term contract is for a limited time period, determined at the start and usually has limited benefits and security.

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- (b) Explain the benefits for Fusion Management of 'contracting out' to an employment agency. [5]

Level 1 (0–3 marks)

The candidate will explain the concept of contracting out and/or the role of an Employment Agency.

Level 2 (4–5 marks)

The candidate will explain the fact that Fusion will not have the responsibility for the employee but will have the choice and the work that they want. Reference to savings in costs and time will be made.

- (c) Describe the process that Fusion Management should use in order to select its employees from those recommended by the employment agency. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer and may confuse selection with recruitment. Some aspects of selection may be included in the answer but errors and omissions will exist. Quotes from the case study will be awarded 4 marks.

Level 2 (5–8 marks)

The candidate will add to the level 2 answer with the addition of letters of application and the use of CVs to screen the applicants before the interview process. The candidate will explain the need for *testing* and *interviews*; at the top of the band they will provide a detailed account of the testing.

Level 3 (9–10 marks)

The candidate will explain the different methods of *testing* and *interviews* with specific reference to the best practice for Fusion.

- 4 (a) Explain the patterns of work that Fusion employees have when they are on tour. [5]

Level 1 (0–3 marks)

The candidate will provide a simple answer that states the pattern is *shift work*. Casual employment may be mentioned. Quotes from the case study will be awarded 3 marks.

Level 2 (4–5 marks)

The candidate will accurately state that shift work is the pattern but that the shifts are determined by the *location and starting and finishing times of the concerts*.

- (b) Explain the working structure for the Fusion employees on tour. [5]

Level 1 (0–3 marks)

The candidate may simply state task groups or begin to list the different groups employed without stating that they are task groups. Answers referring to matrix structures will be accepted. Quotes from the case study will be awarded 3 marks.

Level 2 (4–5 marks)

The candidate will correctly identify *task groups* and explain how these groups are arranged e.g., *lighting; sound etc.*

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- (c) Explain how employees' work will be measured and monitored by the Fusion management. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer that describes how work can be monitored or measured without any reference to the case. There will be errors and omissions. Quotes from the case study will be awarded 4 marks.

Level 2 (5–8 marks)

The candidate will explain that work is monitored by the use of targets and competencies and this will be in the context of the case at the top of the band.

Level 3 (9–10 marks)

The candidate will produce a good level 2 answer but will add that mistakes are not tolerated and staff are sacked if they are incompetent.

- 5 (a) Explain how the workers on the Fusion tour are motivated. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer that explains motivation and possibly some of the theories of motivation. Wages and benefits may be used as a means of motivation.

Level 2 (5–8 marks)

The candidate will explain that wages and benefits may be used as motivation and may quote some of the benefits. At the top of the band the candidate may state that the work itself motivates the workers and some evidence may be used to support this.

Level 3 (9–10 marks)

The candidate will produce a good level 2 answer but will highlight the fact that motivation is gained by the nature of the work – *range of experience gained, the levels of responsibility and the variety of work.*

- (b) Explain why on-the-job training is better than off-the-job training in the live music industry. [10]

Level 1 (0–4 marks)

The candidate will provide a very general answer that explains on-the-job and/or off-the-job training. This may be very detailed. Quotes from the case study will be awarded 4 marks.

Level 2 (5–8 marks)

The candidate will explain on-the-job and off-the-job training in the context of the case study and begin to explain how difficult it is to duplicate a real concert.

Level 3 (9–10 marks)

The candidate will produce a good level 2 answer but will explain in detail how a real concert is almost impossible to duplicate and so the experiences gained are unique.