

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the May 2012 question paper
for the guidance of teachers

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5175 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.

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- 1 (a) Describe SMC & Co's current policy for implementing HRM and explaining the possible benefits of the proposed changes. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). The candidate will describe both decentralisation and centralisation (3 max). The candidate will recognise that HRM is currently decentralised at SMC & Co (1).

Level 2 (5–8 marks)

The candidate will explain how centralisation can ensure the consistent use of standard procedures and policies in all branches. HRM experts will be employed at Head Office. Reference to the problems of decentralisation through branch managers lacking HRM experience/skills.

Level 3 (9–10 marks)

The candidate will recognise that branch managers could become demotivated by having some powers removed.

- (b) Explain how the operational and strategic purposes of HRM can contribute to SMC & Co. [10]

Level 1 (0–4 marks)

The candidate will identify the operational purpose and strategic purpose. Errors or omissions will exist. **Operational purpose: right mix of skills; controlling costs of employment (wages and salaries, support (Admin) costs, social costs); systems for motivating/developing individuals and resolving conflict; replenishing the organisation's human resources. Strategic purpose: contributing specialist expertise to medium and long term development; reacting effectively to change; handling growth efficiently.** Generic quote 2 marks. At the top of this level the candidate will provide a definition of each operational purpose and strategic purpose.

Level 2 (5–8 marks)

The candidate will relate the answer to SMC & Co by the different factors (right mix of skills – no construction law expert; no motivation systems or monitoring procedures; poor planning – high staff turnover; no HRM experts involved in planning; etc.)

Level 3 (9–10 marks)

The candidate will consider how the senior partners at SMC & Co can improve the purposes of HRM through more formalised procedures and training of management.

[Total: 20]

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- 2 (a) Explain the significance of the main features of the employment market that SMC & Co operate in and illustrate how this affects HRM. [10]

Level 1 (0–4 marks)

The candidate will provide an exact quote with expansion at the top of this level; ***very highly qualified females who are employed on permanent contracts. The majority of these employees are aged less than 30 years old.*** (quote 3 marks).

Level 2 (5–8 marks)

The candidate will identify the issues related to this type of employee ***including staff turnover at SMC & Co is quite high as the female lawyers often leave after 5 to 10 years service to start a family*** (2 marks) . At the top of this band reference will be made to expectations of high salaries and good working conditions from this type of skilled employee, also staff turnover costs and problems with staff leaving in mid-case, training costs.

Level 3 (9–10 marks)

The candidate will comment on the need for careful planning to replace staff.

- (b) Explain the key elements of the legal environment that specifically affect the type of employees in their business. [10]

Level 1 (0–4 marks)

The candidate will provide an exact quote with expansion at the top of this level; ***the legal requirements necessary for this type of employee; especially in areas relating to equal opportunities, health and safety, and maternity leave*** (quote 3 marks).

Level 2 (5–8 marks)

The candidate will provide examples relevant to SMC or refer to all elements of the legal environment; ***pay-related legislation (e.g. sick pay, minimum wages); employment protection and employee rights; equal opportunities; health and safety; maternity/paternity.*** At the top of this band the candidate will relate their answer to highly qualified female employees,

Level 3 (9–10 marks)

The candidate will show a full understanding of the legal position and practical issues such as lone workers late at night.

[Total: 20]

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- 3 (a) Evaluate which of the alternative types of employment contract would be best suited for the case involving the construction industry dispute. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). At the top of this band the candidate will list *permanent; fixed term; temporary; part-time; contracts for specific tasks, jobs or services; contracting out to employment agencies*. Redundancy only answers (2 max).

Level 2 (5–8 marks)

The candidate will accurately explain each of the contracts types for 5 marks. At the top of this band the candidate will consider each contract in relation to the highly qualified staff required by SMC & Co. Simply selecting and explaining fixed term or temporary full-time contract is worth 5 marks only.

Level 3 (9–10 marks)

The candidate will provide a balanced evaluation of all contracts before making an informed final selection.

- (b) Explain which method would be most suitable for ending the contract of the employee Maria. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). At the top of this band the candidate will identify *resignation; retirement; redundancy; dismissal; mutual agreement; end of fixed term contract/task/service*.

Level 2 (5–8 marks)

The candidate will accurately explain each of the methods of ending contracts for 5 marks. Explanation of why redundancy would not be appropriate. At the top of this band the candidate will consider each method in relation to the problems caused by Maria and consider the suitability of the alternative methods. The candidate will recognise the fact that Maria, as a qualified lawyer, will be aware of her rights.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but also suggest procedure to follow if SMC & Co were to dismiss Maria.

[Total: 20]

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- 4 (a) Explain how the various consultation and negotiation procedures could benefit the senior partners at SMC & Co. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). At the top of this band the candidate will identify *formal consultation and negotiation systems (e.g. Works Councils, worker directors, committee structures (e.g. safety, consultation), collective agreements)*.

Level 2 (5–8 marks)

The candidate will accurately explain different procedures for 5 marks. Candidates will suggest how each could benefit SMC & Co. At the top of this band the candidate will provide examples of how the employees could assist in each method,

Level 3 (9–10 marks)

The candidate will understand that the employees are very highly educated and able to make well-informed contributions or that managers could feel undermined.

- (b) Explain how SMC & Co could assess the performance of its employees, considering the specific nature of the business. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). At the top of this band the candidate will identify *standards, targets, key accountabilities; key competencies; appraisal systems (types; strengths and weaknesses); individual vs. team performance; Performance Management*.

Level 2 (5–8 marks)

The candidate will describe the different methods for 5 marks. Candidates will relate the different measures to SMC & Co using examples where possible. At the top of this band the candidate will also make suggestions such as measuring how many cases each lawyer is successful in.

Level 3 (9–10 marks)

The candidate will provide a level 2 answer and refer to the need for centralised HRM procedures and records to ensure consistency in any approach.

[Total: 20]

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- 5 (a) Explain how the nature of the work is contributing to the motivation of the employees. [10]

Level 1 (0–4 marks)

At the top of this band the candidate will quote *the employees are very highly motivated and need minimal management or supervision as they generally become very deeply involved in the complex issues on the legal cases that they are dealing with.*

Level 2 (5–8 marks)

The candidate will describe the different points for 5 marks. The candidate will accurately relate how the motivational factors such as *working conditions; job satisfaction; promotion; working relationships (both with colleagues and managers); recognition; variety; levels of responsibility; leadership style* are being applied in SMC & Co.

Level 3 (9–10 marks)

The candidate will understand that jobs require high levels of skills invariably produce more motivation than less skilled jobs.

- (b) Evaluate the different methods of training and development best suited to the needs of SMC & Co. [10]

Level 1 (0–4 marks)

Introductory quote (2 max). At the top of this band the candidate will list *induction training; internal training; the use of external trainers; training on and off the job; skills qualifications and certification; government supported initiatives, continuing professional development.*

Level 2 (5–8 marks)

The candidate will accurately explain each method of training for 5 marks. At the top of this band the candidate will relate the training methods to the need for lawyers to constantly update their knowledge so examples of issues will be referred to; eg: external trainers need to be experts and up-to-date; CPD – staff are highly motivated and educated so may not need formal tuition.

Level 3 (9–10 marks)

The candidate will provide a full analysis of each type of training and refer to training needs analysis/branch managers role in training.

[Total: 20]