

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

## **MARK SCHEME for the May 2013 series**

**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 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 May 2013 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

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1 (a) SBC has given careful consideration to the purpose of HRM.

(i) Explain the operational and strategic purposes of HRM. [4]

**Operational:** providing and deploying the right mix of skills, knowledge and experience; controlling the costs of employment; maintaining systems for motivating and developing individuals; replenishing human resources (day to day operations = 1 mark)

**Strategic:** contributing specialist expertise to medium and long term development (future); creating the ability to react to change; handling growth efficiently

[1] MARK for explaining each point (Maximum of 2 for each area) = [4] – 2 marks only for lists

(ii) Give examples of both operational and strategic purposes that are relevant to SBC. [6]

**Operational:** right mix of skills – staff skilled in each area; controlling costs – recruiting from different regions; systems for motivating – payment and fringe benefits; replenishing human resources – using local agents

**Strategic:** medium and long term development – planning future employment needs/ cruises; ability to react to change – network of agents in different countries, analysing past records; handling growth efficiently – using employment data, network of agents

[1] MARK for each example (Maximum of 3 for each area) = [6]

(b) SBC has used both the centralised and decentralised approaches to the management of its human resources.

(i) Explain both the centralised and decentralised approaches. [4]

**Centralised** – all decisions taken at Head Office, formal procedures, trained HR managers

**Decentralised** – decisions taken by local managers, not all trained in HR, quicker decision making

[1] MARK for explaining each point (Maximum of 2 for each area) = [4]

(ii) Describe why SBC has decided to use both approaches. [6]

**Centralised** – need to have central management of local recruitment agents, control of costs and procedures (e.g. Health & Safety, employment legislation), ensuring suitable staff recruited

**Decentralised** – crew cannot be managed whilst in mid cruise, quick decisions often needed, communicating with staff

[1] MARK for describing each point (Maximum of 3 for each area) = [6]

[Total: 20]

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**2 (a) SBC understands the significance of global employment markets.**

**(i) Describe the features of employment markets. [4]**

Sectors of employment; age and gender; full-time versus part-time; unemployment rates; skill levels; regional variations

**[1] MARK for explaining each point = [4] – 2 marks only for lists**

**(ii) Explain how SBC has analysed employment markets to ensure that it can obtain sufficient suitable employees. [6]**

Regional variations; specific jobs; most efficient/skill levels; type of contract; age profile; costs of employment

**[1] MARK for example/illustration = [6]**

**(b) Explain why SBC uses other organisations, such as the local agents, to help recruit employees. [4]**

Specialist knowledge/experience; on-site/located near to workforce; speaking same language; reducing overhead costs

**[1] MARK for explaining each point**

**(c) Explain, using examples, how the laws relating to employment will affect what SBC offers and provides to its employees. [6]**

Sick pay – when workers too ill to work; Minimum wages – minimum hourly rate; employment protection and employee rights – against unfair dismissal, redundancy; equal opportunities – all staff treated equally; health & safety – safe working environment; maternity/paternity leave – time off for parents with new babies

**[1] MARK for example/illustration = [6] working to UK laws = [2] – 3 marks only for lists**

**[Total: 20]**

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- 3 (a) Describe the typical contents of a job description that SBC will have prepared for the recruitment process. [4]

Job title – e.g. *chef*; main duties involved – preparing *meals*; responsibilities – staff *chef* is in charge of; accountability – person who *chef* reports to  
**[1] MARK for explaining each point = [4] – 2 marks only for lists**

- (b) Explain what historical employment data SBC will have reviewed when analysing its approach to human resource planning. [6]

Turnover and retention rates [1]; absenteeism [1]; length of service [1]; job satisfaction [1]; health & safety records [1]; exit interview data [1];  
**[1] MARK for explaining each point = [6] – 3 marks only for lists**

- (c) (i) Describe four different types of employment contracts. [4 x 1 = 4]

Permanent; fixed term; temporary; part-time; contracts for specific tasks, jobs or services; contracting out to employment agencies  
**[1] MARK for description of each type (any four) = [4] – 2 marks only for lists**

- (ii) Explain why SBC only offers permanent contracts to officers and maintenance staff. [6]

More skills; more experience; harder to replace; high cost of replacing; less supply; better trained; management/professional ability; improving loyalty; so staff have better understanding of systems/procedures  
**[1] MARK for example/illustration = [6]**

[Total: 20]

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- 4 (a) Explain four different working structures that SBC could use to organise work. [4 x 1 = 4]

Functional, product, matrix, territorial, permanent/temporary project teams.

[1] MARK for explaining each point = [4] – 2 marks only for lists

- (b) Describe which information based systems would be most suitable for SBC employees while aboard ship during cruises. [4]

Briefing structure; newsletters; bulletin boards – can be viewed by staff each day; Emails; company website; electronic notice boards – not all staff may have access to computers/limited internet access whilst at sea; walkie-talkies; other suitable answers

[1] MARK for describing each point = [4] – 3 marks only for lists

- (c) (i) Explain what is meant by the standards, targets, key accountabilities and key competences that are used for measuring and monitoring employees' performance at work. [4 x 2 = 8]

Standards – amount of work person should be capable of achieving [2]; targets – agreed target of amount of work to be done [2]; key accountabilities – main responsibilities of each job [2]; key competences – knowledge and skills required by employees to do job effectively [2]

- (ii) Give examples of each of the above that would be relevant to SBC employees. [4 x 1 = 4]

Standards – amount of meals to be cooked/rooms to be cleaned targets – drinks sold by waiters/meals prepared on time/arrival and departure times; key accountabilities – meeting deadlines in ports/ensuring all meal and drink sales are recorded; key competences – minimum standards of English, numeracy skills for calculating bills, ability to work as a team in kitchen or dining rooms

[1] MARK for each example = [4] Maximum of 4

[Total: 20]

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5 (a) The type and level of reward that SBC offers employees will be influenced by a number of factors.

(i) Explain why SBC recruits staff from different countries. [4]

Regional variations in skill levels; different skills in different countries; wage rates (some countries will accept lower rates); supply of workers with necessary skills not always available; plentiful supply of unskilled workers willing to do menial jobs; workers with prior knowledge of ships

[1] MARK for **explaining** each point = [4]

(ii) Explain why some groups of employees will have greater bargaining strength. [6]

Bargaining strength of different groups – more skilled workers are generally in more **demand**; unskilled workers have over supply; skilled workers are generally **better educated/professional** so able to negotiate more effectively; unskilled workers lack **communication skills**; skilled workers are on **permanent contracts so more time to organise themselves**; employer keen to **retain skilled** workers; large groups of workers more likely to have a **trade union**

[1] MARK for **describing** each point = [6] – 3 marks only for lists

(b) (i) Explain the different methods of financial payment that SBC could use. [4]

Salaries, wages; fixed rates; piece-work; payment by results; annualised hours; productivity bonuses; profit-sharing schemes; share option schemes; pensions

[1] MARK for **explaining** each point = [4] – 2 marks only for lists

(ii) Describe which fringe benefits would be suitable for SBC's employees on the cruise ships. [6]

Holidays on other boats; cheap rates for family; cheap loans; subsidised food and accommodation; health care; social activities; discounts on company products; transport to and from docks

**NB – not company cars**

[1] MARK for **describing** each point = [6] – 3 marks only for lists

[Total: 20]