

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge Career Awards

MARK SCHEME FOR the October 2002 question paper

CAREER AWARD IN BUSINESS
ADVANCED LEVEL
5175 Human Resource Management

This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which Examiners were initially instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began.

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.

The mark scheme must be read in conjunction with the question paper.

- CIE will not enter into discussions or correspondence in connection with this mark scheme.

MARKSCHEME

1 (a) Discuss the features of operational HRM as they affect NWO. **[8 marks]**

1. providing the right mix of operational skills, knowledge, experience;
2. motivation and development systems skills
3. controlling costs
4. welfare
5. process of creating and retaining relationships
6. conflict resolution;

4 x 2 = 8 marks

Level 1 answers – up to four basic points – 0-4 marks

Level 2 answers - extended listing with some discussion 5-8 marks

(b) Discuss the features of strategic HRM as they affect NWO. **[12 marks]**

1. reacting to change
2. development
3. providing resources and purpose
4. creating opportunities for change and growth

6 X 2 = 12 marks

Level 1 answers – up to four basic points – 0-4 marks

Level 2 answers - extended listing with some discussion 5-7 marks

Level 3 answers - good awareness and discussion 9-12 marks

2 (a) Describe ways the state (local and national governments) might influence the employment market through legislation. **[15 marks]**

1. pay and tax, national insurance levels - incentives lost
2. related sick pay - cost for employers, encourages absences
3. minimum wages , - unfair to those who work harder, becomes a norm
4. safety health environment - more costs but more social responsibility
5. maternity provision
6. training Government funding distorts the market but may be strategic
7. job creation - may undercut firms who pay minimum wages as trainees often on lower [benefit] terms not wages

Any combination of say 5 x 3 or 3 x 5 or 7 x 2 marks

Level 1 answers – up to four basic points – 0-4 marks

Level 2 answers - extended listing with limited discussion 5-9 marks

Level 3– good awareness shown but not well argued 10-15 marks

(b) Identify and explain the effect of legislation on NWO. [5 marks]

Case describes

1. employment protection - makes it difficult to remove non-performing employees
2. Equal Opportunities - distorts the market, social norms challenged

Level 1 answers – up to five basic points –

0-5 marks

3 (a) Describe **two** general effects of competition on HR policies in NWO. [5 marks]

Competition led to the policies of

1. new skills needed - by training
2. career development for retention and skills
3. lifelong learning for adaptability to change
4. technology - photography, film, videos of treks and safaris.

Four points at 1 marks each = 4 marks + 1 for extension = 5

Level 1 answers – some basic points –

0-2 marks

Level 2 answers - extended listing with some discussion

3-5 marks

(b) Describe and explain **five** changes in NWO's HR policies caused by either competitive or political pressures. [15 marks]

Competition

1. competition has meant that turnover has increased, and it is seeking to retain and train its staff in order to secure progression
2. older more experienced members face retirement means succession planning

Politics

3. policy of Africans-first- European staff replaced by local people.
4. the safaris had to be approved by local governments. This made the management of NWO more sophisticated
5. the various new rules meant the staff needed to be better bureaucrats and technically adept
6. Political instability forced the management to become more politically aware and able to negotiate with powerful leaders.
7. the local government policies designed to promote equality and security of employment make it difficult for NOW to hire and fire staff.

Maximum of 5 points x 3 marks = 15

Level 1 answers – up to four basic points –

0-4 marks

Level 2 answers - extended listing with limited discussion

5-9 marks

Level 3– good awareness shown, well argued

10-15 marks

4 (a) Describe **three** different types of employment contracts available to NWO.

[10 marks]

1. full time
2. part time
3. temporary including fixed-term

4. permanent

3 x 3 = 9 plus 1 for extension

Level 1 answers – up to three basic points –	0-3 marks
Level 2 answers - extended listing with some discussion	4-7 marks
Level 3 answers - good awareness and discussion	8-10 marks

(b) Explain how can NWO can terminate each of the types of contracts identified in (a) above. **[10 marks]**

full time

part time

no difference if both are permanent

1. resignation
2. retirement
3. redundancy
4. dismissal

if temporary including fixed-term - end incorporated in offer as explicit term

3 x 3 = 9

Level 1 answers – up to three basic points –	0-3 marks
Level 2 answers - extended listing with some discussion	4-7 marks
Level 3 answers - good awareness and discussion	8-10 marks

5(a) Explain why NWO needs to monitor the performance of its staff. **[5 marks]**

1. Political pressures on bureaucracy and permissions
2. competitive pressures making sure clients are satisfied

2 marks each x 2 == 4 + 1 for extension

Level 1 answers – some basic points –	0-2 marks
Level 2 answers - extended listing with some discussion	3-5 marks

(b) Explain how NWO can measure and monitor performance. **[10 marks]**

1. standards
2. targets
3. key accountabilities and
4. competences
5. appraisal systems (forms strengths and weaknesses)

5x2 = 10

Level 1 answers – up to three basic points –	0-3 marks
Level 2 answers - extended listing with some discussion	4-7 marks
Level 3 answers - good awareness and discussion	8-10 marks

(c) List five ways in which NWO can increase staff motivation. **[5 marks]**

financial reward-

1. salaries v wages,
2. fixed rates
3. piecework
4. PBR;
5. annualised hours,
6. bonuses and
7. PRP
8. share options
9. pensions
10. fringe benefits- holidays cars cheap loans subsidised canteen health factory shops

non-financial reward

1. conditions
2. promotion
3. job satisfaction
4. recognition
5. levels of responsibility,
6. leadership
7. relationships with colleagues and managers

Level 1 answers – up to two basic points –

1-2 marks

Level 2 answers - extended list up to five points

3-5 marks