

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2004 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5175 **Human Resource Management (Optional Module),**
Maximum mark 100

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. 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.

October 2004

CAMBRIDGE INTERNATIONAL DIPLOMA

Advanced Level

MARK SCHEME

MAXIMUM MARK: 100

PAPER: 5175

BUSINESS

Human Resource Management (Optional Module)



Page 1	Mark Scheme	Paper
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- 1 (a) Explain the meaning of Human Resource Management and how it has developed into its current form. [10]

Level 1 [0 - 4 marks]

The candidate will answer only one part of this question or both parts inaccurately. A full and complete answer to one part of this question should obtain the top mark in this band.

Level 2 [5 - 8 marks]

The candidate will attempt both parts of this question and one part will be fully and accurately explained.

Level 3 [9 - 10 marks]

The candidate will provide a full and accurate explanation to both parts of this question.

Meaning

- as the process for creating and maintaining working relationships between organisations and the people who work for them and with them.

Development

- welfare activity; workforce centred activity; mediating between workforce and employer; supplying the organisation with the resources it requires (workers with different skills).

- (b) Describe how the approach to the management of human resources changed at IGL. [10]

Level 1 [0 - 4 marks]

The candidate may simply extract quotes from the case study or state that they decided to treat the workers better. Answers will be vague or brief.

Level 2 [5 - 8 marks]

The candidate will discuss the changes in terms of better pay, rewards and training. Some discussion may centre on the blame attached to the HR department. There may be the implication that the Directors are taking control of the HR function.

Level 3 [9 - 10 marks]

The candidate will produce a Level 2 answer but will make the explicit statement that HRM has become a **centralised function** from the previous **decentralised** function.

[Total: 20]

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- 2 (a) Describe the significance of the main features of the local labour market for IGL. [10]**

Level 1 [0 - 4 marks]

The candidate will simply explain what a labour market is and/or quote all aspects of it. There will be no link to IGL.

Level 2 [5 - 8 marks]

The candidate will begin to link aspects of the local labour market to the needs of IGL e.g. availability of female labour in the age range of 18 - 25; high unemployment rates; a better level of education and skill than in other areas. At the top of this band the candidate may mention the lack of competition for workers in the area - main employer.

Level 3 [9 - 10 marks]

The candidate will produce a Level 2 answer but will discuss the competition for employees in more detail and will link the levels of skill required for the different jobs to the skill levels within the local population.

- (b) Explain the significance of IGL ignoring pay related and employment protection legislation. [10]**

Level 1 [0 - 4 marks]

The candidate may simply state that the company is breaking the law and will be sued, fined or go to prison. The candidate may also state in detail which specific legislation is being broken.

Level 2 [5 - 8 marks]

The candidate will state that the company only observed the health and safety legislation. They may also detail some of the other legislation that is being ignored and explain what this means to the workforce and the reputation of the company. They will clearly understand the difference between employment protection and pay related legislation but some factors may be omitted or the significance not fully grasped.

Level 3 [9 - 10 marks]

The candidate will clearly understand the difference between employment protection and pay related legislation and will explain in some detail the significance of ignoring the legislation to the workforce and the reputation of the company. The answer will be well balanced and well written.

[Total: 20]

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- 3 (a) Describe the different types of employment contract that IGL might use, giving the reasons for each one. [10]**

Level 1 [0 - 4 marks]

The candidate will produce a list that may be incomplete with some attempt to describe what each one means. The description will contain errors.

Level 2 [5 - 8 marks]

The candidate will describe each of the contract options available to IGL. The descriptions will be accurate. There will be an attempt to give reasons why IGL might use certain types of contract.

Level 3 [9 - 10 marks]

The candidate will describe each of the contract options available to IGL, fully and accurately with clear and precise reasons why IGL might use them.

- (b) Evaluate the different options that IGL might use to end a contract of employment. [10]**

Level 1 [0 - 4 marks]

The candidate will produce a list of the options available (resignation; retirement; redundancy; dismissal) or may use the two examples given even though one is technically incorrect.

Level 2 [5 - 8 marks]

The candidate will clearly understand each of the options for the termination of a contract and begin to recommend one or two options for IGL. At the top of this band the candidate may begin to recognise that two options are for the employees and two for the employer - although this may be arguable.

Level 3 [9 - 10 marks]

The candidate will clearly understand each of the options for the termination of a contract and make the point that you cannot make an employee resign or retire unless they are at retirement age. They will conclude that the only options are redundancy or dismissal. Redundancy is only an option legally where the job no longer exists.

[Total: 20]

Page 4	Mark Scheme	Paper
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- 4 (a) Describe two systems that IGL could put into place to improve communication and one system to improve conflict resolution. [10]

Level 1 [0 - 4 marks]

The candidate will produce a list of the systems available. This may or may not be as requested in the question. An attempt to describe the systems will be brief or contain errors.

Level 2 [5 - 8 marks]

The candidate will accurately identify two communication systems and one conflict resolution system with adequate descriptions. Some errors may still exist, alternatively the systems suggested may not be appropriate for IGL.

Level 3 [9 - 10 marks]

The candidate will accurately identify two communication systems and one conflict resolution system with full and accurate descriptions. Some statement about the suitability for IGL will be made.

Communication

- briefing structures; surveys; bulletins; works councils; committee structures:

Conflict resolution

- discipline and grievance procedures; worker directors; works councils; committee structures; collective agreements.

- (b) Describe three other ways that IGL might monitor and measure the performance of its staff. [10]

Level 1 [0 - 4 marks]

The candidate will produce a list of the options available including those already used. Descriptions may be brief or contain errors.

Level 2 [5 - 8 marks]

The candidate will describe the remaining options excluding appraisals and targets. At the top of this band the descriptions will be full and mostly accurate.

Level 3 [9 - 10 marks]

The candidate will produce a Level 2 answer but will recognise that only full time staff have an appraisal. All descriptions will be totally accurate.

Options include

- key accountabilities and competencies; standards; team performance

[Total: 20]

Page 5	Mark Scheme	Paper
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- 5 (a) Suggest how IGL might alter its present payment and reward system in order to motivate its workers [10]

Level 1 [0 - 4 marks]

The candidate will produce a list of the options available but may not recognise the difference between pay and awards. Some explanations or descriptions may be provided. The answer will not be in the context of IGL.

Level 2 [5 - 8 marks]

The candidate will produce a list of options available, excluding the bonus system, with explanations of how they might work. At the top of this band some mention of motivation will exist.

Level 3 [9 - 10 marks]

The candidate will suggest a range of options and explain how they would motivate the workforce at IGL.

Payments

- fixed rates; piece rates; annualised hours; profit sharing; share options schemes; pensions.

Rewards

- fringe benefits - holidays; cheap loans; company cars; health care; staff facilities; subsidised food; product discounts.

- (b) Produce a step-by-step training plan for the new employees of IGL. [10]

Level 1 [0 - 4 marks]

The candidate will produce a list of training terms or options. Some of the options/terms may be explained but a step by step plan will not be produced.

Level 2 [5 - 8 marks]

The candidate will make an attempt to produce a step by step plan from setting the objectives through the training needs analysis to induction training, on and off the job training and evaluation. Qualifications and certification may also be mentioned. There will be errors and omissions or steps may be in the wrong order but the answer will not be related to IGL.

Level 3 [9 - 10 marks]

The candidate will produce a step by step training plan for IGL referring to them throughout. There will be no errors or omissions.

Suggested outline

- objectives of training and development
- induction training
- training needs analysis
- on the job/off the job training
- qualifications and certification.

[Total: 20]