

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2006 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5175 Human Resource Management
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 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.

Mark schemes must be read in conjunction with the question papers and the report on the examination.

The grade thresholds for various grades are published in the report on the examination for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses.

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- 1 (a) Explain how Kidz Toyz has decentralised its HRM and suggest why the company might have done this.

Level 1 (0-4 marks)

The candidate will attempt to answer only one part of this question. A very good explanation of one part will only receive the top mark in this band.

Alternatively the candidate will attempt to answer both parts but they will contain many errors and omissions. A list may be produced.

Level 2 (5-8 marks)

The candidate will attempt to answer both parts of this question. At least one part will be correctly answered and of a good quality. The second part of the question may be answered only briefly but will be largely correct.

Level 3 (9-10 marks)

The candidate will answer both parts of this question correctly, and the answer will be of a good quality. The quality of the overall answer will determine the marks awarded in this band,

Decentralised – HR specialist roles of employee relations, recruitment, selection and training and development have all been passed to the factory managers.

Possible reasons – local conditions, the ability to react to local changes and conditions quickly and effectively

- (b) Explain whether or not the strategic purpose of HRM at Kidz Toyz has been successful. Give reasons for your answer.

Level 1 (0-4 marks)

The candidate may produce a simple answer of yes or no. At the top of this band this may be supported by a fact or extract from the case. The argument may be very weak.

Level 2 (5-8 marks)

The candidate will produce an answer of yes and will support this with extracts or arguments from the case. A well argued answer in favour, with two reasons why, will achieve the top mark.

Level 3 (9-10 marks)

The candidate will recognise that the company has satisfied all three of the strategic purposes - ***specialist expertise to the medium and long term development of the company; the ability to react to change, handling growth efficiently (lines 5-7)*** - and link these to the information in the case study.

- 2 (a) Explain how Kidz Toyz has used the concept of life long learning to overcome technological change and the threat of redundancy.

Level 1 (0-4 marks)

The candidate will produce an answer that either explains the idea of lifelong learning without reference to the case or will simply discuss/explain the training at Kidz Toyz

Level 2 (5-8 marks)

The candidate will produce an answer that explains the concept of lifelong learning and links this to aspects of the case - ***regular periods of training to keep all staff up to date with the latest technology; training needs analysis identifies who requires training and when; their well-planned series of on-the-job and externally provided training***

Level 3 (9-10 marks)

The candidate will produce a Level 2 answer but will make mention of the fact that - ***They pride themselves that in these modern times a job at Kidz Toyz is for life; no one will ever need to be made redundant because they no longer have the right skills*** – this will reinforce the concept of lifelong learning.

- (b) Explain the role a Trade Union might have at Kidz Toyz.

Level 1 (0-4 marks)

The candidate may simply list or describe the functions of a trade union. Alternatively the candidate will state that the trade unions do not have a role.

Level 2 (5-8 marks)

The candidate will question the role that a trade union might have and will support this by linking the functions of the trade union to some of the evidence in the case study. They may suggest that Kidz Toyz are such good employers that there is no need for a union. E.g. ***payment above the minimum wage, good training, benefits etc.***

Level 3 (9-10 marks)

The candidate will produce a Level 2 answer **and** will make the point that independent representation is important. Whilst the conditions and payment are good now it may change in the future. Alternatively the candidate may mention the welfare and training functions of trade unions, or their social functions.

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- 3 (a) Explain the difference between full time permanent employees and contracting out to employment agencies.

Level 1 (0-4 marks)

The candidate will attempt to explain full time working or contracting out. The explanation may be vague or contain many errors.

Level 2 (5-8 marks)

The candidate will explain both full-time permanent work and contracting out. There may be some errors or omissions e.g. the term permanent may be neglected.

Level 3 (9-10 marks)

The candidate will provide a Level 2 answer but will highlight the differences in terms of who is the employer and contracts. An answer at this level will be more technical than at Level 2.

- (b) Describe each of the stages of the selection process that Kidz Toyz is likely to use in order to appoint the right quality employees.

Level 1 (0-4 marks)

The candidate may list elements of the selection process and there may be some confusion over recruitment and selection.

Level 2 (5-8 marks)

The candidate will correctly identify each element of the selection process – *letters of application; CVs/resumé; application forms; references; tests (aptitude and psychometric) interviews; assessment centres* – and correctly describe most of them. Errors and omissions may exist.

Level 3 (9-10 marks)

The candidate will correctly identify each element of the selection process and describe all of them. The odd error or omission may still exist.

- 4 (a) Explain why the working patterns used by Kidz Toyz are the most appropriate for the company's operation.

Level 1 (0-4 marks)

The candidate will attempt to explain the working patterns used by Kidz Toyz. There will be errors and or omissions. Confusion between working patterns and contracts may exist.

Level 2 (5-8 marks)

The candidate will correctly identify *flexitime, shift work (day and night) and day work*. An explanation of how they operate will be provided.

At the top of this band an attempt to explain why Kidz Toyz use them will be provided.

Level 3 (9-10 marks)

The candidate will produce a Level 2 answer but will successfully explain why they are appropriate – flexitime for office workers, shifts to keep the machines in operation 24/7 and day work for the managers.

- (b) Describe and evaluate four different systems for communication that are used at Kidz Toyz.

Level 1 (0-4 marks)

The candidate will attempt to describe the systems that exist – *TQM, works councils, committees, worker directors* – these will be brief and will contain errors and omissions.

Level 2 (5-8 marks)

The candidate will correctly describe the four different systems used by Kidz Toyz. Not all of the systems may be mentioned. At the top of the band an attempt to evaluate will be made.

Level 3 (9-10 marks)

The candidate will correctly describe all of the systems and will make an evaluation.

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5 (a) Assess the effectiveness of the training and development methods used by Kidz Toyz.

Level 1 (0-4 marks)

The candidate will attempt to describe some of the training methods used – *comprehensive induction programme, regular periods of training; training needs analysis; on the job and externally provided training* – the list will not be complete and some errors will exist.

A list may be produced.

Level 2 (5-8 marks)

The candidate will identify most of the training and development methods used and attempt to assess them.

Level 3 (9-10 marks)

A Level 2 answer with an assessment of the effectiveness.

(b) Explain the differences between financial rewards and fringe benefits. Use examples from Kidz Toyz in your answer.

Level 1 (0-4 marks)

The candidate will produce a list which may confuse benefits with financial rewards.

At the top of the band rewards and benefits from the case may be identified.

Level 2 (5-8 marks)

The candidate will identify financial rewards and fringe benefits from the case study and attempt to explain the difference.

Level 3 (9-10 marks)

A Level 2 answer that successfully explains the difference using examples from the case study – *financial rewards are monetary payments; fringe benefits are payments in kind, non-monetary.*