

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2007 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 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.

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 discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the October/November 2007 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

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- 1 (a) Explain how Nimesh ignored the meaning of Human Resource Management. [10 marks]

HRM is the process for creating and maintaining relationships between organisations and the people who work for them.

Level 1 (0–4 marks)

The candidate may quote the meaning of HRM or talk about HRM generally. Alternatively the candidate may extract passages from the case to explain how Nimesh operated.

Level 2 (5–8 marks)

The candidate will attempt to link what Nimesh did with the true meaning of HRM. They highlight the fact that some workers are over used and others underused. This is a waste of resources and against equal opportunities. Other examples may be used to show that his HRM skills are poor.

Level 3 (9–10 marks)

The candidate will use the statement made by Leena, ***“He is destroying relationships between the management and the workers and between STP and its buyers.”*** They will highlight the many actions that have lead to this.

- (b) Explain the strategic purpose of Human Resource Management. [10 marks]

Contributing specialist expertise to the medium and long term development of the organisation; creating the ability to react to change; handling growth efficiently.

Level 1 (0–4 marks)

The candidate may concentrate on one aspect or deal with all aspects but the explanations will be brief or inaccurate. The statement made in the case may be quoted

Level 2 (5–6 marks)

The candidate will deal with all aspects of the strategic purpose providing a reasonably full and accurate account. Minor errors and omissions may exist.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer and use the statement made in the case study to link STP to the answer.

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2 (a) Explain how technological change has influenced Leena’s training plans. [10 marks]

The creation of needs for new skills; implications of career development; lifelong learning; threat of redundancy; organisation of work.

Level 1 (0–4 marks)

The candidate may extract the passage from the case or rewrite it using their own words. Isolated ideas such as lifelong learning or new skills may be present.

Level 2 (5–8 marks)

The candidate will begin to link the situation of the case study with the need for new skills, career development etc.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will make a very clear and distinct link with the factor quoted above, the case study and the industry in which STP exists.

(b) Explain the possible consequences of Nimesh failing to provide employment protection and sick pay. [10 marks]

Level 1 (0–4 marks)

The candidate may make simple statements such as it is against the law, or workers will leave the company.

Level 2 (5–8 marks)

The candidate will explain that these are legal requirements and the employees could take legal action. It is also poor policy to ignore these factors. Other points could include the difficulty of employing staff and the fact that other companies may not want to trade with STP. There will be errors and omissions.

Level 3 (9–10 marks)

The candidate will provide a level 2 answer and add the failure to provide contracts as against employment protection. The link between the legal aspects and the case will be clearly made and the consequences full and accurately explained.

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- 3 (a) Explain how the new contracts that Leena intends to issue are better than the previous contracts issued by Nimesh. [10 marks]**

Level 1 (0–4 marks)

The candidate may make simple statement such as they are permanent, or they did not have contract before. They may simply explain the changes.

Level 2 (5–8 marks)

The candidate will clearly and accurately outline the differences between the contract from Nimesh and from Leena. An attempt will be made to explain how the newer contracts are better.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will clearly and accurately discuss the idea of security and legal entitlement. All points made will be clear and accurate.

- (b) Explain the different stages in the selection process that Leena intends to use. [10 marks]**

Letters of application; CVs; application forms; references; tests; interviews.

Level 1 (0–4 marks)

The candidate may produce a list; it may be in the wrong order. Alternatively one or two of the stages will be explained poorly.

Level 2 (5–8 marks)

The candidate will produce a comprehensive list but the order may not be logical and/ or some of the explanations may be brief and/or incorrect.

Level 3 (9–10 marks)

The candidate will provide a full and accurate account of the different stages. The explanations will be full and accurate.

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- 4 (a) Describe the different ways of organising work that have been used by STP. [10 marks]**

Day work; flexitime; working from home; casual employment.

Level 1 (0–4 marks)

The candidate will list the different ways that work can be organised without reference to the case study. One or two ways may be described poorly. Confusion between working patterns and contract may exist.

Level 2 (5–8 marks)

The candidate will describe at least three of the above and provide a largely accurate description for at least two of them. A clear link between the case and the question will be evident.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but **ALL** of the methods listed above will be described accurately.

- (b) Explain why Deepa has decided to set up a safety committee, a consultation committee and produce a monthly newsletter and a bulletin board. [10 marks]**

Level 1 (0–4 marks)

The candidate will produce a vague and generalised answer that mentions meeting and discussions but does not mention the formal consultation or negotiation systems by name.

Level 2 (5–8 marks)

The candidate will identify that these are formal consultation or negotiation systems. They will then attempt to explain why communication and negotiation are important. Some aspects of this answer may be brief or inaccurate.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but all explanations will be full and accurate without omissions. A link will be made to Leena's idea to consult and negotiate on rewards and benefits.

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- 5 (a) Explain what criteria Leena should use to determine the level of reward for each of the workers. [10 marks]

Market influence; skills/qualifications; legal constraints; regional variations; technology; objectives; bargaining strength; differentials.

Level 1 (0–4 marks)

The candidate may provide a simple answer such as “the best gets more”. They may list the factors that determine wage rates.

Level 2 (5–8 marks)

The candidate will explain fully and accurately the different criteria available. At the bottom of this band no attempt will be made to recommend any criteria. At the top of the band an attempt will be made but it may be impractical or wrong.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer with a full and practical recommendation for Leena. The most likely will be skills/qualifications and the market forces.

- (b) Explain why Leena is considering using fringe benefits to reward the workers. [10 marks]

Level 1 (0–4 marks)

The candidate will simply make a list of fringe benefits. They may attempt to explain some of them. At the top of this band the list may be comprehensive.

Level 2 (5–8 marks)

The candidate will list appropriate benefits for Leena to use with full explanations of each one. At the top of the band an attempt to explain why they should be used will be made.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will give clear and accurate reasons such as motivation, as to why benefits should be used by Leena.