

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2012 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 October 2012 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

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- 1 (a) Describe the meaning of HRM detailing how it could assist ERNT. [10]

Level 1 (0–4 marks)

At the top of this band the candidate will quote the meaning and purpose of HRM: **Human Resource Management as the process for creating and maintaining relationships. 2 marks.**

Purpose: right mix of skills, costs of employment, support social costs); react effectively to change. 2 marks.

Level 2 (5–8 marks)

The candidate will accurately explain the different components for 5 marks. At the top of this level the candidate will relate the answer to ERNT; **maintaining relationships** - meetings with owners/drivers; **between organisations** – employers association; **right mix of skills** – careful recruitment/selection; **controlling costs** – checking other firms wage rates.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer to recognise the benefits of proper HRM but also consider the additional costs and time involved in implementing effective procedures.

- (b) Explain the ways in which the current application of HRM could assist ERNT in addition to the provision of rest areas. [10]

Level 1 (0–4 marks)

At this level the candidate will consider how HRM could assist ERNT: Operational/ Strategic purposes; general functions of HRM – recruitment, training, contracts, wages, working patterns. Maximum of 4 marks.

Level 2 (5–8 marks)

The candidate will quote the development of HRM; **development: as a welfare activity; as a workforce centred activity, mediating between the organisation and the people it employs; as a management centred activity, supplying the organisation with one of the many types of resource which it needs to operate effectively**. The candidate will accurately apply each stage to the distribution industry; welfare activity – opportunity for drivers to relax; workforce centred – communication between owner/drivers; supplying the organisation – recruitment/selection of skilled drivers.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but also consider the additional costs and time involved in implementing effective procedures.

[Total: 20]

- 2 (a) Explain the significance of the main features of the employment market that ERNT operate in with reference to how this affects HRM. [10]

Level 1 (0–4 marks)

The candidate will provide an exact quote at the top of this level; **All of the drivers employed by ERNT are semi-skilled males; they are currently employed on part-time, short-term contracts as they are often only needed for the period when a container ship has arrived at the dock.**

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Level 2 (5–8 marks)

The candidate will identify the issues related to this market; ***there are not always sufficient drivers available when neededmany experienced drivers who are in constant demand from the many other distribution firms.*** – 1 mark. At the top of this band reference will be made to the need to consider **different contracts, working conditions** and **wages** to overcome problems.

Level 3 (9-10 marks)

The candidate will produce a Level 2 answer but also consider the cost implications of improving employee contracts.

- (b) Describe how the influence of technical change on drivers needs to be dealt with by ERNT.**

Level 1 (0–4 marks)

At the top of this band the candidate will quote; - ***docks have recently introduced new machinery to improveresulted in a number of accidents and damage to containers - 2 marks*** ***Some other firms have retrained drivers who are now employed full-time just loading and unloading containers using this machinery*** – 2 marks.

Level 2 (5–8 marks)

At the bottom of this level the candidate will describe ***needs for new skills; implications for career development, and for training, continuing professional development and lifelong learning; the threat of redundancy; how technology influences the way people’s work is organised.*** At the top of this level the candidate will relate the answer to ERNT by providing examples relevant to the drivers – **new roles, training when on “down-time”, possible supervisory roles.** Descriptions of training methods are not acceptable answers.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer whilst also considering the other factors such as reluctance to take on new skills, expectations of higher salaries.

[Total: 20]

- 3 (a) Describe a recruitment and selection process that would be suitable for obtaining the drivers needed by ERNT. [10]**

Level 1 (0–4 marks)

At the top of this band the candidate will explain; -

Recruitment: purpose; job descriptions and person specifications; application forms; methods for attracting candidates); using agencies.

Selection: letters of application and Curriculum Vitae (CVs)/Resumés; application forms; references; tests assessment centres; interviews Lists worth 2 marks only.

Level 2 (5–8 marks)

The candidate will provide examples relevant to the drivers employed by ERNT – where to advertise, benefits of agencies, suitable tests, qualifications, assessment methods. 1 marks for each suitable example.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but also recognises that the number of drivers required is quite small so external agencies are likely to be recommended as most economical.

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- (b) Explain some possible approaches to human resource planning that ERNT could use to more accurately predict staffing needs. [10]

Level 1 (0–4 marks)

At the top of this band the candidate will suggest checking when ships are due to dock, number of containers other answers linked to data in the case study.

Level 2 (5–8 marks)

The candidate will explain *analysis of current strengths and weaknesses (e.g. turnover and retention rates; absenteeism; length of service; job satisfaction; health and safety records; exit interview data); methods for forecasting supply and demand; succession planning*. At the top of this level the candidate will provide examples relevant to ERNT – turnover/ absenteeism rates linked to motivation; health & safety records linked to training needs; exit interview data linked to pay and conditions.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but also recognises that the number of drivers required is quite small so any statistical data may not be reliable.

[Total: 20]

- 4 (a) Evaluate which working patterns would be most suitable for ERNT. [10]

Level 1 (0–4 marks)

The candidate will recommend and explain just one working pattern; *day work, shift systems, flexitime; working at home, casual employment*. Lists worth 2 marks only.

Level 2 (5–8 marks)

The candidate will accurately explain the different working patterns (*as above.*) and make a recommendation. The candidate will relate their answer to ERNT – day work not relevant when no ships in dock; shift systems can operate 24/7 and get ships unloaded quicker; flexitime suitable if drivers can do 60 hours one week and none the next; casual employment fits docking times but difficult to retain good drivers.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but also recognises that the working pattern selected has to be acceptable to the drivers as well as ERNT.

- (b) Describe the systems that ERNT could use for communication of information and individual problem solving mechanisms.

Level 1 (0–4 marks)

At the top of this band the candidate will explain *information based systems (e.g. briefing structures, newsletters; bulletin boards; emails, company website, electronic notice boards; staff surveys) individual problem-solving mechanisms (e.g. discipline procedures and grievance procedures)* Lists worth 2 marks only.

Level 2 (5–8 marks)

Candidates will suggest how each could benefit ERNT and provide illustrations of how each could operate at ERNT; no proper base so newsletters/e-mails could be delivered to drivers homes; erect a notice board in café; grievance procedure started from complaints box.

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Level 3 (9–10 marks)

The candidate will produce a Level 2 answer which appreciates the particular problems of communication systems in small businesses.

[Total: 20]

- 5 (a) Explain how ERNT could use different methods of payment and reward. [10]

Level 1 (0–4 marks)

At the top of this band the candidate will explain *Financial reward – salaries, wages; piece-work; payment by results; bonuses; profit sharing systems; pensions; fringe benefits*. Lists worth 2 marks only.

Level 2 (5–8 marks)

The candidate will consider the suitability of each method for ERNT; eg: piece-work may be suited to job; annual bonuses/pensions not appropriate for short term contracts; subsidised food and accommodation appropriate but not company discounts.

Level 3 (9–10 marks)

The candidate will understand that jobs require relatively low levels of skills and are short term so “long-term” benefits are not very suitable.

- (b) Explain how ERNT could determine the appropriate type and level of reward it offers to employees at the different docks.

Level 1 (0–4 marks)

At the top of this band the candidate will relate the answer to ERNT; demand differences between the north and south; low unemployment in the north; northern docks better organised in trade unions; rival firms offering better deals (fringe benefits) and higher wages.

Level 2 (5–8 marks)

The candidate will make recommendations appropriate to ERNT. They will explain *influence of the marketplace for particular skills/ qualifications; legal constraints; regional variations; bargaining strength of individuals/groups; differentials; the need for rewards to fit the organisation’s structure, technology and objectives*.

Level 3 (9–10 marks)

The candidate will provide a full analysis of each type of reward and make recommendations as to which are best suited to ERNT.

[Total: 20]