

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2013 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.

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Cambridge is publishing the mark schemes for the October 2013 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

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1 (a) Manuel is preparing a mission statement to specify both the operational and strategic purpose of HRM at GME. [6]

(i) Suggest suitable content for a mission statement on the operational and strategic purposes of HRM. [6]

Operational: providing and deploying the right mix of skills, knowledge and experience; controlling the costs of employment; maintaining systems for motivating and developing individuals; replenishing human resources

Strategic: contributing specialist expertise to medium and long term development; creating the ability to react to change; handling growth efficiently

[1] MARK for explaining each point (Maximum of 3 for each area) = [6] – 3 marks only for lists

(ii) Provide examples of how the operational purposes would be relevant to GME. [4]

Operational: right mix of skills – employing skilled miners; controlling costs – recruiting trained miners, short-term contracts, organising shifts; systems for motivating – performance related pay, payment and fringe benefits; replenishing human resources – using local agents

[1] MARK for each example [4] Generic answers – 2 marks maximum

(iii) Provide examples of how the strategic purposes would be relevant to GME. [4]

Strategic: medium and long term development – planning future employment needs in new countries; ability to react to change – planning of employee requirements, training needs; handling growth efficiently – planning training needs, recruitment of unskilled miners

[1] MARK for each example [4] Generic answers – 2 marks maximum

(b) Explain how HRM has developed into its current form. [6]

Development; as a welfare activity, as a workforce centred activity, mediating between the organisation and its employees, as a management centred activity, supplying the organisation with the many types of resources which it needs to operate effectively.

[1] MARK for explaining each point [6] – 3 marks only for lists

[Total: 20]

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2 (a) GME uses technology that is frequently being updated and improved.

(i) Describe how technical change influences HRM at GME. [4]

Creation of need for new skills, implications for career development, implications for training, continuing professional development and lifelong learning, threat of redundancy, how work is organised

[1] MARK for describing each point [4] – 2 marks only for lists/generic answers

(ii) Describe the main features of the employment market that GME operates in with regard to the usual type of employee required. [6]

Primary sector, male, young, healthy, full-time, skilled, regional

[1] MARK for describing each point [6] – 3 marks only for lists

(b) Explain, using examples, what role the ‘other organisations or groups’ will have with regard to HRM practices at GME. [4]

Offering specialist local knowledge/experience; ensuring safe practices are followed; protecting employees rights/safety; negotiating with government agencies; recruiting employees

[1] MARK for explaining each point [4] – 2 marks only for lists/generic answers

(c) Explain how legislation relating to HRM practices could affect GME. [6]

Sick pay – when workers too ill to work; Minimum wages – minimum hourly rate; employment protection and employee rights – against unfair dismissal, redundancy; equal opportunities – all staff treated equally; health and safety – safe working environment; maternity/paternity leave – time off for parents with new babies

[1] MARK for explaining each point [6] – 3 marks only for lists/generic answers

[Total: 20]

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3 GME's mines are usually only in operation for one to two years and this is a significant factor when deciding which types of employment contracts to issue to staff.

(a) (i) Describe the different types of employment contracts. [6]

Permanent; fixed term; temporary; part-time; contracts for specific tasks, jobs or services; contracting out to employment agencies

[1] MARK for description of each type [6] – 3 marks only for lists

(ii) Recommend which type of contract would be most suitable for GME. [4]

Fixed term – mines generally only operate for 2 years; full-time – mines operate 24/7; could also mention government pressure to offer full-time, permanent contracts

[1] MARK for explaining each point [4] – 2 marks only for lists

(b) (i) Describe the different ways of ending employment contracts that GME could use. [6]

Resignation, retirement, redundancy, dismissal, mutual agreement, end of fixed term contract

[1] MARK for description of each type [6] – 3 marks only for lists

(ii) Explain the procedure GME should use to end contracts for staff caught stealing. [4]

Dismissal – instant for gross misconduct; and/or verbal and written warnings procedures; right to representation

[1] MARK for explaining points [4] – 2 marks only for lists

[Total: 20]

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4 (a) (i) Identify the five different working patterns that exist for organising work. [5 × 1 = 5]

Day work; shift systems; flexitime; working at home; casual employment

[1] MARK for identifying each point = [5] – 2 marks only for lists

(ii) Describe how effective each of the working patterns would be for GME. [5 × 1 = 5]

Day work – not making full use of equipment; shift systems – best for 24/7 operations; flexitime – not suitable for team working; working at home – not applicable; casual employment – not for best use of equipment or team

[1] MARK for explaining each point = [5] – 2 marks only for lists/generic answers

(b) Describe how a grievance procedure could operate at GME. [4]

Initial discussion with line manager/supervisor; if not resolved then discussed with higher level manager; formal written document available to all employees, may be formal investigation; should be conducted in an open and fair manner

[1] MARK for describing each point = [4] – 2 marks only for lists

(c) Give examples of suitable standards, targets, key accountabilities and key competences that could be used for measuring and monitoring the miners' work performance at GME. [6]

Standards – amount of work miner should be capable of achieving, physical strength required; targets – agreed amount of material to be mined, hours worked per week; key accountabilities – main responsibilities of each miner (safety of others), duties as team member; key competences – skills using machinery, knowledge of safe working procedures

[1] MARK for example of each type [6] – 3 marks only for lists/generic answers

[Total: 20]

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5 (a) The method of payment and reward that GME offers employees has been determined by a number of factors.

(i) Explain which methods of financial payment would be most appropriate for GME to use. [4]

Salaries/wages/annualised hours – doesn't encourage teams to work towards targets; fixed rates – paid per hour not productivity; piece-work/payment by results/productivity bonuses – best method for meeting targets; profit-sharing schemes – possibly suitable but long term benefit; share option schemes/pensions – not suitable as short term employment

[1] MARK for explaining each point = [4] – 2 marks only for lists/generic answers

(ii) Evaluate which fringe benefits employees would find most useful at GME. [6]

Subsidised food and accommodation – mines unlikely to be near workers home town; health care – work is dangerous and high risk of injury; social activities – miners likely to be away from family; holidays – opportunity to return home; cheap loans – doubtful as limited time to repay loan; discounts on company products – miners unlikely to want minerals; company cars – unlikely as too expensive for this type of worker

[1] MARK for describing each point = [6] – 3 marks only for lists/generic answers

(b) Explain the main objectives in providing training and development to employees. [4]

To avoid individual versus organisation attitudes; to meet training needs analysis; to ensure line managers can meet their responsibilities; to provide induction training; use of external trainers for new concepts; to maintain continuing professional development; to meet government supported initiatives

[1] MARK for describing each point = [4] – 2 marks only for lists. N.B. – answers should be related to the objectives of each point NOT explanation of training method

(c) Describe how the nature of the work in the mines contributes to motivation. [6]

Answers will tend to explain difficulties in motivating workers; working conditions will be poor and dirty; job satisfaction difficult as work is very physical and tiring; promotion prospects may exist; working relationships will be very important as team working; recognition of achievement if meeting targets; limited variety of work; level of responsibility; leadership style

[1] MARK for analysing each point = [6] – 3 marks only for lists

[Total: 20]