

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Standard Level

MARK SCHEME for the May 2005 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5165 Human Resource Management, maximum mark 100

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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.

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May 2005

CAMBRIDGE INTERNATIONAL DIPLOMA

Standard Level

MARK SCHEME

MAXIMUM MARK: 100

PAPER: 5165

BUSINESS

Human Resource Management



Page 1	Mark Scheme	Paper
	CAMBRIDGE INTERNATIONAL DIPLOMA – May 2005	5165

1 (a) Explain the meaning of HRM. [6]

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

Level 1 [1-3 marks]

The candidate will attempt to explain the meaning but the explanation will contain many errors. At the top of this band a general idea will exist.

Level 2 [4-6 marks]

The candidate will clearly understand the meaning and produce a precise definition, although the wording may be different. A precise or almost identical explanation to that shown above will score at the top of the band.

(b) List FOUR purposes of HRM. [4]

- providing the right mix of skills
- controlling the costs of employment – wages and salaries
- controlling the costs of employment – support (Admin) costs
- controlling the costs of employment – social costs
- ensuring that the organisation has the ability to react to change effectively

[1 mark per point – max 4 marks]

(c) Describe the approach of WWB to the management of human resources.[10]

Level 1 [1-3 marks]

The candidate will produce a vague largely irrelevant answer that may correctly state that WWB are good employers. Other quotes that are loosely relevant may be used.

Level 2 [4-6 marks]

The candidate will clearly understand the concept of centralised HRM, although it may not be stated as such. Everything goes through Malvika might be the kind of quote used.

Level 3 [7-10 marks]

The candidate will understand the concept of centralised HRM and use the term. Examples of Malvika attending all of the meetings and dealing with all of the issues may be used.

[Total 20]

2 (a) List FOUR organisations or groups that influence how human resources are managed at WWB. [4]

- Government departments
- Local Employers Association
- Writers Guild
- Regional trade Union

Accept any other reasonable example even though not in the text

[1 mark per point – max 4 marks]

Page 2	Mark Scheme	Paper
	CAMBRIDGE INTERNATIONAL DIPLOMA – May 2005	5165

(b) Describe the function of TWO of the organisations listed in (a).

Level 1 [1-3 marks]

The candidate will attempt to describe the function of two organisations, but this will contain errors or may be quite vague. Alternatively, the function of only one will be described; even if this is an excellent answer the mark cannot move outside of this band.

Level 2 [4-6 marks]

The candidate will describe the function of two organisations. They will clearly understand the role of each, and the clarity of the description will determine the mark.

(c) Describe, using examples from the case study, what aspects of the legal environment affect how people are managed at WWB. [10]

Level 1 [1-3 marks]

The candidate may concentrate upon one aspect of the legal environment and answer the question well. They may also describe aspects of the legal environment and not describe the affect on how people are managed. Aspects of the legal environment not in the case may be used.

Level 2 [4-6 marks]

The candidate will clearly describe factors from the case (Employment protection; Health and Safety; Training) and how they affect the way people at WWB are managed. There will be errors and examples, although evidence may not be explicitly used.

Level 3 [7-10 marks]

The candidate will clearly describe factors from the case and how they affect the way people at WWB are managed. Explicit examples will be used and few errors will be evident.

[Total 20]

3 (a) List FOUR ways in which an employment contract may end. [4]

- retirement
- resignation
- redundancy
- dismissal
- end of contract
- mutual agreement

[1 mark per point – max 4 marks]

(b) Describe TWO methods Malvika has considered using to reduce the workforce at WWB. [6]

Level 1 [1-3 marks]

The candidate will produce a list or describe one way in some detail. Alternatively, two methods may be described but very briefly or poorly.

Level 2 [4-6 marks]

The candidate will describe two methods outlined in the case study; retirement, end of fixed term contracts, dismissal, not achieving standards set, missed targets. The quality of the description will determine where in the band the answer fits.

Page 3	Mark Scheme	Paper
	CAMBRIDGE INTERNATIONAL DIPLOMA – May 2005	5165

(c) Describe the different types of employment contract used by WWB. [10]

Level 1 [1-3 marks]

The candidate may produce a list or briefly describe a number of different contracts. Errors will exist and some contracts may be confused.

Level 2 [4-6 marks]

The candidate will correctly describe a range of contracts and link these to WWB. The full range used will not be covered.

Level 3 [7-10 marks]

The candidate will correctly describe the full range of contracts used by WWB and clearly link these to WWB. There will be very few, if any, errors. Full-time; part-time; fixed; for a specific job or task.

[Total 20]

4 (a) List FOUR methods of measuring and monitoring people's performance at work. [4]

- standards
- targets
- key competencies
- appraisal systems

[1 mark per point – max 4 marks]

(b) Describe TWO methods used by WWB of measuring and monitoring people's performance at work. [6]

Level 1 [1-3 marks]

The candidate will produce a list or describe one way in some detail. Alternatively, two methods may be described but very briefly or poorly.

Level 2 [4-6 marks]

The candidate will describe two methods outlined in the case study; appraisal, standards, targets. The quality of the description will determine where, in the band, the answer fits.

(c) Explain the systems that Malvika and WWB use to communicate and negotiate with the staff. [10]

Level 1 [1-3 marks]

The candidate may produce a list or briefly explain a number of different communication or negotiation systems. Errors will exist and systems may be confused with methods. WWB may not be mentioned.

Level 2 [4-6 marks]

The candidate will correctly explain a range of different communication and negotiation systems. The full range used by WWB may not be covered. Errors will exist but systems will not be confused with methods. WWB will be mentioned but the link may not be strong.

Page 4	Mark Scheme	Paper
	CAMBRIDGE INTERNATIONAL DIPLOMA – May 2005	5165

Level 3

[7-10 marks]

The candidate will correctly explain the full range of communication and negotiation systems used by WWB. There will be very few if any errors. Discipline and grievance procedures; works council; worker directors; committee structures – Health and safety.

[Total 20]

5 (a) List FOUR fringe benefits.

[4]

- subsidised meals
- free health care
- companies products at a 50% discount

Also accept

- cheap loans
- company cars
- accommodation

[1 mark per point – max 4 marks]

(b) Describe TWO methods of payment used by WWB.

[6]

Level 1

[1-3 marks]

The candidate will produce a list or describe one method in some detail. Alternatively, two methods may be described but very briefly or poorly. Confusion between benefits and payment will exist. The methods described may not be the ones used by WWB.

Level 2

[4-6 marks]

The candidate will describe two methods outlined in the case study; salary, wage, bonuses, share option scheme, a free company pension. The quality of the description will determine where in the band the answer fits.

(c) Explain why the workers at WWB are well motivated.

[10]

Level 1

[1-3 marks]

The candidate may produce a very general answer such as 'the company is a good employer' OR the concept of motivation and the various theories may be produced.

Level 2

[4-6 marks]

The candidate will understand the concept of motivation and begin to link this to some of the factors outlined in the case study. They may concentrate upon one or two factors and there will be errors in the explanation.

Level 3

[7-10 marks]

The candidate will understand the concept of motivation and clearly link this to the factors outlined in the case study; good working conditions, job satisfaction, recognition, promotion, levels of responsibility, working relationships. The explanation will be precise and accurate at the top end.

[Total 20]