

**UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
Cambridge International Diploma Standard Level

## **MARK SCHEME for the May 2008 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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1 (a) List 4 types of contract that TCR intend to use.

Permanent full time  
 Permanent part time  
 Fixed term  
 Temporary

[1 × 4 = 4 marks]

(b) Explain the purpose of

- (i) job descriptions  
 (ii) Person specifications

**Level 1 (0–2 marks)**

The candidate may produce a vague description or a general attempt to explain the purpose. There may be the general statement – ‘to get the right person for the job’.

**Level 2 (3 marks)**

A precise understanding of the purpose is required –

*jd – to outline the duties and responsibilities;*

*ps – to outline the characteristics, qualities and qualifications required of the person.*

[2 × 3 = 6 marks]

(c) Explain why TCR are organising the work of the construction staff and the service staff differently.

**Level 1 (0–4 marks)**

The candidate may be confused regarding contracts and work patterns. It may be explained by the fact that they are doing different jobs.

**Level 2 (5–8 marks)**

The candidate may quote from the case – *construction staff will be required to work during the daytime only but service staff will be expected to work on a shift system.* At the top of this band the candidate may try to explain why this is the case.

**Level 3 (9–10 marks)**

The candidate will clearly understand that –

*It is difficult to construct the rail track in the dark;*

*The train service will run non-stop and so the service must be provided on a 24 hour basis.*

Allow the answer that states – *The two jobs require different skill levels, skilled and semi-skilled, and therefore the working requirements may be based upon this.*

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**2 (a) List 4 methods of payment that TCR intend to use.**

- A fixed wage
- Bonuses (if set targets are reached)
- Fixed monthly salary
- Profit sharing scheme
- Pension scheme

[1 × 4 = 4 marks]

**(b) Explain how TCR might use**

**(i) Induction training**

**(ii) On the job training**

**Level 1 (0–2 marks)**

The candidate may produce a vague description of the training or its purpose.

**Level 2 (3 marks)**

A precise explanation related to TCR is required.

***Induction training – to inform them about the company, standards etc. and the initial/basic duties.***

***On the job training – to introduce new topics, to improve and update skills etc.***

[2 × 3 = 6 marks]

**(c) Explain why TCR have decided to use fringe benefits.**

**Level 1 (0–4 marks)**

The candidate may list or describe all of the fringe benefits that companies can use.

**Level 2 (5–8 marks)**

The candidate may explain only those benefits listed in the case. At the top of this band the candidate will attempt to explain why TCR use them. The explanation may be basic.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer but clearly make the point that benefits add to the rewards. Often money is not enough and benefits can provide extra motivation; show the consideration of the company etc.

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**3 (a) List 4 features of the labour market facing TCR.**

Male and female labour

Aged 45 and over

Largely unskilled and semi-skilled.

A lack of skilled male labour

Few with engineering skills

No skilled labour below the age of 50 exists in Poland.

[1 × 4 = 4 marks]

**(b) Explain two functions of a Trade Union. [2 × 3 marks]**

**Level 1 (0–2 marks)**

The candidate may produce a vague description of the trade union or one its functions.

**Level 2 (3 marks)**

A precise explanation of a function of a trade union is required.

[2 × 3 = 6 marks]

**(c) Explain how the workers at TCR might be affected by the company's failure to follow the law.**

**Level 1 (0–4 marks)**

The candidate will produce a general answer that does not consider employment law or health and safety. They may discuss the closure of the company or it being fined.

**Level 2 (5–8 marks)**

The candidate will link 'the law' to **employment, equal opportunities, health and safety, minimum wage etc.** but will struggle to link these except in a general way to the workforce.

**Level 3 (9–10 marks)**

The candidate will make a direct link between each of the aspects of the law and the employees, possibly with examples but these are not essential.

**Health and safety will be linked with the safety of the workers and possible accidents.**

**Equal opportunities with who is employed, dismissed etc.**

**Working hours, wages paid etc. etc.**

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**4 (a) List 4 of the purposes of HRM.**

- Creating the right mix of skills
- Controlling the costs of employment – wages
- Controlling the costs of employment – administration
- Controlling the social costs
- Reacting effectively to change
- Support costs

[1 × 4 = 4 marks]

**(b) Explain the meaning of HRM.**

HRM is the process (1) for creating (1) and maintaining (1) relationships between people who work for (1) and with them (1) and between other organisations (1). [ = 6 marks]

**(c) Explain the problems that might arise with a decentralised approach to HRM.**

**Level 1 (0–4 marks)**

The candidate will describe the decentralised or centralised approach to HRM.

**Level 2 (5–8 marks)**

The candidate will explain the decentralised approach to HRM and quote some aspects of the case – ***creating an inconsistent approach***. The advantage may also be quoted.

**Level 3 (9–10 marks)**

The candidate will develop the ***inconsistent approach*** with some idea of the problems that might be created if people are treated differently.

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**5 (a) List 4 methods of measuring and monitoring performance.**

Standards  
 Targets  
 Appraisal systems  
 Key competencies [1 × 4 = 4 marks]

**(b) Describe two systems that TCR might use for communicating with its employees.**

**Level 1 (0–2 marks)**

The candidate may produce a vague description of a communication system or a list.

***The use of discipline and grievance processes is not allowed.***

**Level 2 (3 marks)**

A precise description of a communication system is required

***Formal consultation and negotiation systems (workers councils, worker directors), committee structures especially safety, consultation etc.***

[2 × 3 = 6 marks]

**(c) Explain with examples, how the discipline and grievance procedure might operate at TCR.**

**Level 1 (0–4 marks)**

The candidate will describe a discipline and/or grievance procedure. They may produce a list of relevant points. There will be errors and omissions.

**Level 2 (5–8 marks)**

The candidate will explain how a discipline and grievance procedure operates but either will not link this to TCR or will not provide examples.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer with examples and clearly linked to TCR.