

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2005 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 students, to indicate the requirements of the examination. It shows the basis on which Examiners were initially instructed to award marks. They do not indicate the details of the discussions that took place at an Examiners' meeting before marking began. Any substantial changes to the mark scheme that arose from these discussions will be recorded in the published *Report on the Examination*.

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*.

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Page 1	Mark Scheme	Syllabus
	CAMBRIDGE INTERNATIONAL DIPLOMA – OCT 2005	5175

- 1 (a) Describe Head Office's original centralised Human Resources policy and explain how this changed in 2001. [10]

Level 1 (0-4 marks)

The candidate will answer only one part of this question or both parts inaccurately. A full and complete answer to one part of this question should obtain the top mark in this band.

Level 2 (5-8 marks)

The candidate will attempt both parts of this question and one part will be fully and accurately explained.

Level 3 (9-10 marks)

The candidate will provide a full and accurate explanation to both parts of this question.

The initial role was only STRATEGIC - contributing specialist expertise to the medium and long-term development of the organisation; creating the ability to react effectively to change; handling growth efficiently

The change involved the addition of the OPERATIONAL role - providing and deploying the right mix of skills, knowledge and experience; controlling the costs of employment (wages and salaries, support costs, social costs); maintaining systems for motivating and developing individuals and resolving conflict; replenishing the organisation's human resources over time

- (b) Explain the effect that the change to the management of HR in 2005 may have on Bikz Ltd. [10]

Level 1 (0-4 marks)

The candidate will explain the different approaches to the management of HR, this might even be explained very well. Without any evaluation a candidate cannot move out of this band.

Level 2 (5-8 marks)

The candidate will correctly understand that the management of HR has changed from a decentralised system to a centralised system. There will be some attempt to state what effect this might have but this will tend to be general rather than specific.

Level 3 (9-10 marks)

The candidate will produce a Level 2 answer but will use examples from the case to make their point.

Examples could include, operational HR management from a distance;
Retraining via HO

One way communication via the Notice Board etc.

[Total 20]

Page 2	Mark Scheme	Syllabus
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- 2 (a) Explain the influence that the 'legal environment' is likely to have on the most recent (2005) proposals of Bikz Ltd. [10]

Level 1 (0-4 marks)

The candidate may make general statements such as the proposals are not fair and it is against the law to sack people without a reason. To move out of this band the candidate **MUST** make reference to "employment protection; employee rights or pay related legislation". Mention of any other legislation will keep the candidate in this band.

Level 2 (5-8 marks)

The candidate will make reference to "employment protection; employee rights or pay related legislation". Further statements as to the fact that this will stop Bikz carrying out their new policies etc. will keep the mark within this band.

Level 3 (9-10 marks)

The candidate will in addition explain which of the proposals cannot be carried out because of the legislation – removal of sick pay, changes in contracts, changes of pay and conditions.

- (b) Explain the effects that the local labour market and external organisations might have on the plans of Bikz Ltd. [10]

Level 1 (0-4 marks)

The candidate will answer only one part of this question or both parts inaccurately. Alternatively an explanation of the local labour market and other organisation will be provided without mention of the effects.

Level 2 (5-8 marks)

The candidate will explain both the local labour market and the other organisations. An attempt will be made to explain the effect of one or both.

Level 3 (9-10 marks)

The candidate will explain both the local labour market and the other organisations. The effect of both will also be explained.

Local labour market – skills required for the production of scooters not available in the area; high percentage of unskilled labour predominantly in the age range of 50 to 60. Other organisations - Guild of Bicycle Manufactures; Local Management Consortium. [Total 20]

Page 3	Mark Scheme	Syllabus
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- 3 (a) Explain the alternative approaches Bikz Ltd. might take to reduce the number of workers at Factory One. [10]

Level 1 (0-4 marks)

The candidate will produce a list, concentrate on one method or inaccurately/briefly mention a few methods.

Level 2 (5-8 marks)

The candidate will accurately describe a number of alternative methods. "End of fixed term contract/task/service" may be incorrectly used.

Level 3 (9-10 marks)

The candidate will provide a full and accurate description of all of the methods available.

Resignation; retirement; redundancy; mutual agreement; dismissal (to be allowed).

- (b) Explain the proposals that Bikz Ltd. have made for different employment contracts at Factory One. [10]

Level 1 (0-4 marks)

The candidate will explain the different contracts proposed, they might even be explained very well. Without any evaluation a candidate cannot move out of this band.

Level 2 (5-8 marks)

The candidate will understand that a fixed permanent contract is to be replaced with a flexible one year rolling contract. An attempt to evaluate this will take the candidate to the top of the band.

Level 3 (9-10 marks)

The candidate will evaluate the proposal by discussing the increased flexibility for Bikz and their production OR look at the impact on the work force with reduced security and motivation and the possible impact on production. [Total 20]

Page 4	Mark Scheme	Syllabus
	CAMBRIDGE INTERNATIONAL DIPLOMA – OCT 2005	5175

- 4 (a) Discuss the effect of removing the information, consultation and negotiation systems at Factory One. [10]

Level 1 (0-4 marks)

The candidate will answer only one part of this question or all parts briefly. An explanation of the different system or function may be produced.

Level 2 (5-8 marks)

The candidate will attempt to evaluate the effects of removing both the information and consultation/negotiation system. Alternatively an evaluation of one system may be produced on the assumption that they are the same thing.

Level 3 (9-10 marks)

The candidate will accurately evaluate the effects of removing both the information and consultation/negotiation system.

Reduced or inferior communication; increased incidence of disputes; disruption to production etc.

- (b) Explain the potential impact of changing the working patterns at Factory One. [10]

Level 1 (0-4 marks)

The candidate may describe the proposal to change the working patterns. Alternatively a description of the different working patterns may be produced without an evaluation.

Level 2 (5-8 marks)

The candidate will correctly identify the changes – day work to shift, flexitime and causal work – and an evaluation will be attempted but may contain errors.

Level 3 (9-10 marks)

The candidate will provide a full and accurate evaluation of the changes – greater flexibility to produce and respond to market needs and changes. [Total 20]

Page 5	Mark Scheme	Syllabus
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- 5 (a) Explain the proposals made in the 2005 memo to change the methods of payment and reward. [10]

Level 1 (0-4 marks)

The candidate will explain the different methods of payment and reward and may be confused as to the difference between the two. One aspect may be ignored totally.

Level 2 (5-8 marks)

The candidate will understand the difference between payment and reward. A reasonable attempt will be made to explain the proposals. Errors may still exist at this level. Alternatively the candidate may concentrate on one aspect and explain this very well.

Level 3 (9-10 marks)

The candidate will provide a full and accurate explanation of all of the proposals; to change from a fixed salary to piece rate with bonuses and no fringe benefits such as subsidised meals and reduced rates for company products.

- (b) Analyse the effects that all of the proposed changes by Bikz Ltd. might have on the motivation of the workers at Factory One. [10]

Level 1 (0-4 marks)

The candidate may simply discuss the topic of motivation OR discuss the changes that are planned.

Level 2 (5-8 marks)

The candidate will link the topic of motivation to the changes. The analysis may be general but there will be some reference to aspects such as working conditions OR job satisfaction OR working relationships OR recognition OR leadership style.

Level 3 (9-10 marks)

The candidate will provide a full and accurate analysis of the changes and their effect on motivation. At least two of the following will be extracted from the proposals - ***working conditions; job satisfaction; working relationships; recognition; leadership style.*** [Total 20]