

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge Career Award in Business
Standard Level

HUMAN RESOURCE MANAGEMENT

Optional Module

5165/01

October 2003

2 hours 15 minutes

Additional Materials: Answer Booklet/Paper

READ THESE INSTRUCTIONS FIRST

The time allocated for this examination includes 15 minutes reading time.

Write your Centre number, candidate number and name on all the work you hand in.

Write in dark blue or black pen.

You may use a soft pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, highlighters, glue or correction fluid.

You may use a calculator.

Attempt **all** tasks.

Write your answers on the separate Answer Booklet/Paper provided.

At the end of the examination, fasten all your work securely together.

The number of marks is given in brackets [] at the end of each question or part question.

This document consists of **4** printed pages.



You must read the case study below and attempt to answer all the tasks that follow.
 (The following case study is fictitious)

Case Study: Air International

Air International is a new airline setting up in business and has a modern approach to management. Their approach incorporates 'Human Resource Management' (HRM) principles. Its senior staff have set out to create an airline which is the best in terms of cabin crew service, so that customers spread the word about how relaxed and comfortable their flight was. These customers might then return to Air International and might encourage their friends to use the Airline. Also, the business market is seen as important and facilities for business people to work while on the flight are useful. Air International has set about creating human resource policies to recruit, train and develop staff. It is hoped that they will remain loyal, and be motivated to provide excellent service. 5

The Human Resources Department has to decide which sectors of the employment market to target in their recruitment campaigns. At Air International young people are seen as cheaper to employ, more adaptable, fitter and easier to train, while female staff are highly regarded in terms of cabin attendant roles. However, both sets of employees have different needs. The company will also be influenced by internal and external constraints relating to the employment market, such as legislation, for example, the minimum wage. Air International regards the recruitment process as an essential step in getting the right employees and is drawing up job descriptions and person specifications for each of the roles it has identified as being important to service quality. 10 15

In future Air International may introduce new services, and staff therefore, need to be developed to meet changing customer requirements. Some staff may not adapt to change and dismissal may be an option – others may resign as they do not like the long hours and being away from their families. Sooner or later older staff will have to retire, although some may become ill and retire early. If business declines, there may be redundancies. Air International intends to have policies covering all these potential situations. On a more positive note, it is carefully considering new methods of communicating and resolving staff problems, and trying to identify factors in the nature of airline cabin work which contribute to motivation. 20

You must attempt ALL of the following tasks.

- 1 Explain how Human Resource Management in Air International can assist in
- (a) creating relationships with its employees [5]
- (b) maintaining relationships with its employees [5]
- [Total: 10]**
- 2 Explain the significance of the following features of the employment market for Air International:
- (a) age [5]
- (b) gender [5]
- [Total: 10]**
- 3 (a) Describe **two** external organisations which might influence human resource policies in Air International. [4]
- (b) Explain how each of the organisations you describe above might influence human resource policies within Air International. [6]
- [Total: 10]**
- 4 Identify **two** legal issues that might affect Air International's new human resource policies, and explain how the company's policies would be affected by these issues. **[5 x 2 = 10]**
- 5 Air International might have to change its staffing over time. Describe the features of the following ways of ending employment contracts:
- (a) resignation [5]
- (b) retirement [5]
- (c) redundancy [5]
- (d) dismissal [5]
- [Total: 20]**
- 6 Explain the role of the following documents in specifying the job, and recruiting and selecting an appropriate applicant.
- (a) job description
- (b) person specification
- (c) application form **[5 x 3 = 15]**

- 7 Describe **two** systems that Air International might use to communicate with its staff in order to resolve staff problems. **[2 x 5 = 10]**

- 8 Explain how **three** factors in the nature of work might contribute to the motivation of staff within Air International. **[3 x 5 = 15]**