UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Standard Level

MARK SCHEME for the October 2004 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5165   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*.

*   CIE will not enter into discussion or correspondence in connection with these mark schemes.

UNIVERSITY *of* CAMBRIDGE
International Examinations

CAMBRIDGE INTERNATIONAL DIPLOMA

Standard Level

MARK SCHEME

MAXIMUM MARK: 100

PAPER: 5165

Human Resource Management

1 (a) List four purposes of Human Resource Management.   [4]

Any *four* points from the following list

- Right mix of skills
- Controlling the costs of employment
- Wages and salaries
- Support costs
- Social costs
- The ability to react to change

(b) **Using examples from OCD, explain why organisations must manage people effectively and efficiently.**   [6]

Level 1:   [0 - 4 marks]
The candidate may produce a reasonable answer but without examples, as requested or the examples may be inadequate or wrong. Alternatively good examples may be used but the explanation will be poor.

Level 2:   [5 - 6 marks]
The candidate will explain that ineffective and inefficient management will lead to waste, the loss of workers and the possible loss of reputation and therefore contracts for the company. The inefficient and ineffective management of Ajay and his team allowed him to steal from the company, prevented a good job being done, allowed the appointment of unsuitable workers and was about to lose a contract for OCD.

(c) **Explain how OCD changed its approach to HRM as it grew in size and how the responsibilities were divided.**   [10]

Level 1:   [0 - 4 marks]
The candidate will attempt to answer the question but not by using the correct HR terms. It may state that Ajay was given responsibility or was in charge. If the phrases centralisation and decentralisation are used they will be poorly explained or incorrect.

Level 2:   [5 - 8 marks]
The candidate builds on the Level 1 answer by correctly identifying the fact that some of the HR functions have been decentralised when previously everything was centralised. An attempt will be made to explain how the responsibilities were divided but this may be vague and ignore technical aspects.

Level 3:   [9 - 10 marks]
The candidate builds on the Level 2 answer and correctly explain that appointments, contracts and rates of pay were still centralised but daily HR functions such as grievance were intended to be decentralised. The top candidates may mention that this has not actually worked.

[Total: 20]

2 **(a)** **List four features of the employment market.** **[4]**

Any _four_ points from the following list

- Age
- Gender
- Full-time
- Self employment
- Part-time
- Skill levels etc

(b) **Explain how a worker in Ajay's team might benefit from being a member of a trade union.** **[6]**

Level 1: **[0 - 4 marks]**
The candidate will answer in terms of the workers having someone on their side, some protection. At the top end of this band the answer may detail the functions of a trade union without actually applying this to the workers at OCD

Level 2: **[5 - 6 marks]**
The candidate will correctly detail the functions of a trade union and apply these to the workers situation at OCD. At the top of this band mention will be made of the bullying tactics of Ajay, the policy of instant dismissal, payment below the minimum wage rate and lack of a contract.

(c) **Explain what aspects of employment law it is important for a company such as OCD to follow** **[10]**

Level 1: **[0 - 4 marks]**
The candidate will quote a number of points of employment law without answering the question, alternatively they may focus on one point and deal with this in a brief or inappropriate manner.

Level 2: **[5 - 8 marks]**
The candidate will highlight those aspects of employment law that are outlined in the case study and explain them well. These will include contracts, minimum wages, training and dismissal. Health and Safety may also be mentioned. The quality of the answer and the quantity of points raised will determine the mark within this band.

Level 3: **[9 - 10 marks]**
The candidate will produce a Level 2 answer but will consider Health and Safety in the same detail as other factors. Mention of the chemicals used, carrying and lifting, the dangers of wet floors etc will put the answer in this band.

[Total: 20]

3 **(a)** **List four types of employment contract.** **[4]**

Any *four* points from the following list

- Full-time permanent
- Full-time temporary
- Part time
- Fixed term
- For services
- Contracted out
- Casual

(b) **Describe the correct process Ajay should have used for ending an employee's contract.** **[6]**

Level 1: **[0 - 4 marks]**
The candidate may be vague and mention giving the worker another chance or a warning. At the top of this band the mention of verbal and written warnings must be included.

Level 2: **[5 - 6 marks]**
The candidate will correctly describe the process of two verbal warnings followed by two written warnings before dismissal. The best candidates will mention that some offences do merit instant dismissal e.g. violent conduct.

(c) **Describe the recruitment and selection process that OCD should have used to recruit more workers.** **[10]**

Level 1: **[0 - 4 marks]**
The candidate may be confused between recruitment and selection and list all of the factors in a random order. Alternatively a partial list with some descriptions may be produced or a vague account of recruitment without any technical detail.

Level 2: **[5 - 8 marks]**
The candidate will clearly understand the difference between recruitment and selection and the order of the process. The description given may be incomplete or inaccurate in some cases.

Level 3: **[9 - 1 0 marks]**
The candidate will clearly understand the full recruitment and selection and the order of the process. The description given will be full and accurate. Minor errors or omissions are still allowed at this stage.

[Total: 20]

4   (a)   List four ways of organising working patterns.   [4]

Any *four* points from the following list

- Flexitime
- Shiftwork
- Day work
- Night work
- Days on/Days off
- Fixed periods of work

(b)   Explain how a shift system of working might operate for OCD   [6]

Level 1:   [0 - 4 marks]
The candidate will produce a vague answer that may state that some workers will work at one time and others at another time. At the top of this band the answer may acknowledge the fact that cleaning cannot take place throughout the day but at times when the offices tend to be empty.

Level 2:   [5 - 6 marks]
The candidate will suggest morning and evening shifts, even night shifts, acknowledging the fact that offices have to be cleaned when they are not being used.

(c)   Ajay was not prepared to listen to or discuss problems. Describe the system that should have operated for resolving problems.   [10]

Level 1:   [0 - 4 marks]
The candidate will produce a vague non-technical answer. It will be suggested that Ajay should have listened or allowed a time when they could have discussed these issues. Alternatives might be a complaints book etc.

Level 2:   [5 - 8 marks]
The candidate will begin to discuss a grievance procedure and how this should operate. At the bottom of this band there will be inaccuracies or omissions. Alternatively the candidate will describe the formal negotiation and consultation processes that could be put into place.

Level 3:   [9 - 10 marks]
The candidate will describe both the individual problem solving mechanisms (discipline and grievance) and the formal group methods (committees, workers councils). There will be very few errors.

[Total: 20]

5 (a) **List four methods of payment.**

[4]

Any *four* points from the following list

- Salaries
- Wages
- Fixed rates
- Piece work
- Payment by results
- Bonuses
- Profit sharing
- Pensions
- Share option schemes

(b) **Explain which method of payment would be the most appropriate for the workers of OCD.** [6]

Level 1: [0 - 4 marks]
The candidate may explain some of the methods, these explanations may be brief, incorrect or inappropriate.

Level 2: [5 - 6 marks]
The candidate will explain the use of fixed rates, piecework or bonuses. Wages may be mentioned but this alone will not produce an answer for this band. Explanations must be full and accurate. For the top mark the candidate must choose one method - the one chosen is not important from the three listed.

(c) **Describe a training plan that Ajay should have used for all of his new workers.**

[10]

Level 1: [0 - 4 marks]
The candidate will discuss training in general and not link this to OCD. Alternatively the answer will centre on Ajay's failure to train Dipesh and may discuss induction training indirectly.

Level 2: [5 - 8 marks]
The candidate will clearly identify induction training for new employees and focus on what would be required. There will be a reasonable amount of detail and the answers at the top of this band will be accurate.

Level 3: [9 - 10 marks]
The candidate will produce a Level 2 answer but will also discuss the need for internal on the job training. Some of the fine detail will be discussed at this stage; the layout of the offices, security, disposal of waste, use of any special mechanical cleaning devices, Health and Safety - lifting and handling etc.

[Total: 20]