

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Advanced Level

MARK SCHEME for the May 2005 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

**5175 Human Resource Management [Optional Module],
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.

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May 2005

CAMBRIDGE INTERNATIONAL DIPLOMA

Advanced Level

MARK SCHEME

MAXIMUM MARK: 100

PAPER: 5175

BUSINESS

Human Resource Management (Optional Module)



Page 1	Mark Scheme	Paper
	CAMBRIDGE INTERNATIONAL DIPLOMA – MAY 2005	5175

- 1 (a) Explain Bharat’s role as the operational manager of human resources and describe how it is different to the strategic role of Mandeep. [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.

Operational purpose – 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.

Strategic purpose – contributing specialist expertise to the medium and long term development of the organisation; creating the ability to react effectively to change; handling growth efficiently.

- (b) Explain how the approach to the management of human resources at Planet News could be changed from the present centralised approach. [10]**

Level 1 [0-4 marks]

The candidate will fail to provide an accurate answer to the question but will discuss, possibly in some detail, the centralised approach. Quotes from the text may be used. Alternatively, some reference will be made to divisions – as quoted in the text, or a decentralised approach.

Level 2 [5-8 marks]

The candidate will answer the question but perhaps not in the context of Planet News. The concepts of centralised and decentralised HR will be explained. At the top of this band, good explanations with reference to Planet News are required.

Level 3 [9-10 marks]

The candidate will provide a full and accurate explanation of how Planet News could decentralise its HR operations possibly into the divisions mentioned in the text. Any reasonable ideas of how to decentralise are acceptable.

[Total 20]

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- 2 (a) Describe the significance of the main features of the local employment market for Planet News. [10]**

Level 1 [0-4 marks]

The candidate may list some of the factors such as high male unemployment, under 25 age range the dominant sector, high levels of education, predominantly female aged under 25. There will be no attempt to explain these factors, or they may be inaccurate.

Level 2 [5-8 marks]

At the bottom of this band, the candidate will attempt to explain these factors, but will not link this to Planet News. At the top of this band, the explanations will be linked to Planet News – plenty of young people who want to be reporters.

Level 3 [9-10 marks]

The candidate will provide a full and accurate explanation of the factors and how they relate to Planet News and will comment not only on the reporters but also draw conclusions about the photographers and printers. Some reference may be made to the supply of labour and the type of contract offered.

- (b) Explain the influence of technical change on HRM at Planet News. [10]**

Level 1 [0-4 marks]

The candidate may make generalised statements drawn from the text – the progress of technology within the industry. Alternatively, they will repeat the section in the text that details the requirement for the printers to attend a number of training sessions.

Level 2 [5-8 marks]

The candidate will attempt to link the technological progress in the industry to the training requirements. There may be some excellent detail but, if an accurate evaluation is not produced, the candidate cannot move out of this band.

Level 3 [9-10 marks]

The candidate will link the technological progress in the industry to the training requirements. Some conclusions will be drawn about the need for 'lifelong learning', the need for new skills, the threat of redundancy etc.

[Total 20]

- 3 (a) Describe the different forms of employment contract used by Planet News. [10]**

Level 1 [0-4 marks]

The candidate may list the different forms of employment contract. They may not be relevant to Planet News.

Level 2 [5-8 marks]

The candidate will list the different forms of employment contract relevant to Planet News. An attempt will be made to describe some or all of the different forms.

Level 3 [9-10 marks]

The candidate will provide a full and accurate description of each of the forms of employment contract used by Planet News. Full-time; part time; permanent; temporary; casual – for services; fixed term.

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- (b) Explain the normal selection process that the candidates for the six jobs at Planet News will have to go through. [10]**

Level 1 [0-4 marks]

The candidate may produce a list of elements of the selection process. There may be some confusion about the difference between selection and recruitment. The practical tests stated in the text may be explained.

Level 2 [5-8 marks]

The candidate will clearly understand the difference between selection and recruitment. A full process will be briefly explained or parts of the process will be fully explained. There may be a link to Planet News.

Level 3 [9-10 marks]

The candidate will provide a full and accurate explanation of the selection process as relevant to Planet News. This will include testing and the use of Appraisal reports where relevant. Letters of application and Curriculum Vitae's (CV's); application forms; references; appraisal records; tests (aptitude and psychometric); interviews.

[Total 20]

- 4 (a) Explain the different working patterns at Planet News. [10]**

Level 1 [0-4 marks]

The candidate may produce a list of different working patterns. There may be some confusion about the difference between 'working patterns' and 'working structures'.

Level 2 [5-8 marks]

The candidate will accurately describe the working patterns at Planet News and at the top of this band some attempt will be made to evaluate these in the context of Planet News.

Level 3 [9-10 marks]

The candidate will accurately describe the working patterns at Planet News and provide an evaluation in the context of Planet News. Day work; shift work; flexitime; casual work.

- (b) Explain how the performance of the staff at Planet News is monitored. [10]**

Level 1 [0-4 marks]

The candidate may talk generally about appraisal and appraisal systems. This will not be linked to Planet News and may contain errors or additional irrelevant materials.

Level 2 [5-8 marks]

The candidate will correctly explain what an individual performance appraisal is. At the top of this band, reference will be made to Planet News but there may not be a strong link.

Level 3 [9-10 marks]

The candidate will correctly explain an individual performance appraisal and provide good examples that are directly linked to Planet News e.g. number of stories/photographs produced, the quality of the stories/photographs produced etc.

[Total 20]

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5 (a) Explain what benefits Planet News might provide for the printers it employs. [10]

Level 1 [0-4 marks]

The candidate may produce a list of benefits; may provide some weak explanations of 'fringe benefits' or inappropriate benefits for the printers. Some confusion between payments and benefits may exist.

Level 2 [5-8 marks]

The candidate will clearly associate benefits with 'fringe benefits' and attempt to explain what they are. At the top of this band they will be linked to the printers.

Level 3 [9-10 marks]

The candidate will provide a full and accurate explanation of fringe benefits and clearly and appropriately link them to the printers at Planet News. Fringe benefits to include – free meals, subsidised canteen, company car, cheap loans etc.

(b) Explain how Planet News has identified the type and level of reward it pays to its employees. [10]

Level 1 [0-4 marks]

The candidate may produce a very general answer that concentrates upon aspects such as shortages. The approach will not be that technical and will not provide examples from Planet News.

Level 2 [5-8 marks]

The candidate will clearly understand the question but will concentrate upon one or two aspects such as 'the market' or 'technology'. At the top of this band there will be a clear link to Planet News.

Level 3 [9-10 marks]

The candidate will provide a full and accurate explanation identifying a full range of factors with a clear link to the different employees at Planet News. Influence of the marketplace for particular skills/qualifications; legal constraints; regional variations; bargaining strength of individuals/groups; differentials; the need for rewards to fit the organisation's structure, technology and objectives.

[Total 20]