

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Standard Level

MARK SCHEME for the May 2006 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5165

Human Resource Management, maximum mark 100

These mark schemes are published as an aid to teachers and students, to indicate the requirements of the examination. They show 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.

Page 2	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2006	5165 (8922)

1 (a) List four costs of employment for DCG. [4]

Wages
Salaries
Support (admin) costs
Social costs

(b) Explain, with the use of an example, how a centralized HRM system works. [6]

Level 1 (1-3 marks) – The candidate will produce a generalised answer that states the obvious – HRM all at one place or one factory. An example may be given but not linked to the explanation.

Level 2 (4-6 marks) – The candidate will correctly explain that the HRM function will be the responsibility of one group of people situated at the Head Office or main factory. An example will be used to illustrate this point. E.g. employee relations; recruitment and selection.

(c) Explain the extent to which HRM at DCG fulfils its purpose. [10]

Level 1 (1-3 marks) – The candidate may produce a very simple answer stating yes or no with very little evidence to support it. Alternatively, they may not answer the question but simply repeat passages from the case related to the purpose of HRM.

Level 2 (4-6 marks) – The candidate will say either yes or no with evidence from the case. At the top of the band the evidence will be in the candidates own words and not extracts from the case.

Level 3 (7-10 marks) – The candidate will recognise that HRM has been successful at controlling cost, but unsuccessful at providing the right mix of skills and ensuring the organisation can react to change. The quality of the answer will determine the marks awarded.

Page 3	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2006	5165 (8922)

2 (a) List four aspects of the legal environment at DCG. [4]

Equal opportunities
 Maternity
 Health and safety
 Employment protection

(b) Describe two functions that a trade union could perform at DCG. [6]

Level 1 (1-3 marks) – The candidate will describe two functions poorly or one function well.

Level 2 (4-6 marks) – The candidate will describe both functions well. *E.g. wage negotiation; training; formal communication; negotiating conditions etc.*

(c) Explain how changes in the gender and the age of the workforce have affected DCG. [10]

Level 1 (1-3 marks) – The candidate may explain the changes that have taken place but not the affect on DCG.

Level 2 (4-6 marks) – The candidate will explain the changes that have taken place but may concentrate upon gender or age. An attempt will be made to explain the affect but these may be poor and inaccurate or general, e.g. creating problems for DCG.

Level 3 (7-10 marks) – The candidate will accurately explain the changes that have taken place both in terms of gender and age. A good explanation of the affects will be produced for one set of changes at the bottom of the band. For the affects of both sets of changes a mark at the top of the band will be given. *E.g. Age: lack of supervisors to ensure the quality of the work: gender: females more agile and better able to cope with intricate work required.*

Page 4	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2006	5165 (8922)

3 (a) List four types of employment contract used by DCG. [4]

Full-time
 Permanent
 Fixed term
 Specific projects

(b) Explain two of the employment contracts listed in (a) above. [6]

Level 1 (1-3 marks) – The candidate will explain two contracts poorly or one contract well.

Level 2 (4-6 marks) – The candidates will explain two of the four contracts used fully.

(c) Explain the purpose of recruitment, and identify the recruitment methods that DCG might use. [10]

Level 1 (1-3 marks) – The candidate will provide a poor explanation of the purpose of recruitment or produce a list of recruitment methods.

Level 2 (4-6 marks) – The candidate will provide a good explanation of the purpose of recruitment or produce a list of appropriate recruitment methods with some explanations.

Level 3 (7-10 marks) – The candidate will provide both a good explanation of the purpose of recruitment and produce a list of appropriate recruitment methods with some explanations. At the top of the band the relevance to DCG may be explained or discussed.

Purpose: finding the right person; presenting a positive image of the organisation.

Methods: a variety of media such as newspapers; trade and other magazines, agencies, employee referrals, internal promotion, headhunting etc.

Page 5	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2006	5165 (8922)

4 (a) List four ways in which work is organized at DCG. [4]

Day work
 Flexitime
 Night shift
 Day shift

(b) Describe two systems that DCG might use in order to improve communication and conflict resolution. [6]

Level 1 (1-3 marks) – The candidate will describe two systems poorly or one system well.

Level 2 (4-6 marks) – The candidate will describe both systems well. E.g. works councils, committees. TQM

(c) Explain how DCG could measure and monitor performance at their factories in order to improve quality and output. [10]

Level 1 (1-3 marks) – The candidate may identify standards and targets from the case. Alternatively the candidate will discuss a whole range of inappropriate methods, appraisal may be a favourite.

Level 2 (4-6 marks) – The candidate will correctly identify the use of standards and targets and begin to explain how they work. A very good explanation will be at the top of this band.

Level 3 (7-10 marks) – The candidate will produce a Level 2 answer but will link the use of standards and targets to the quality and level of output at DCG. Only if the link is to both quality and quantity the answer be at the top of this band.

Page 6	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2006	5165 (8922)

5 (a) List four fringe benefits used at DCG. [4]

Subsidised food
 Free sports facilities
 Free social facilities
 A contribution to healthcare
 A discount of 30% on all company products

(b) Describe the induction training that takes place at DCG. [6]

Level 1 (1-3 marks) – The candidate will either describe the training on the legal aspects or the on the job training. Alternatively both may be mentioned briefly or with many errors.

Level 2 (4-6 marks) – The candidate will describe both the training on the legal aspects, with examples at the top of the band, and on the job training, possibly with some examples.

(c) Explain how the nature of work at DCG helps to motivate the workforce. [10]

Level 1 (1-3 marks) – The candidate will explain the concept of motivation or identify some of the factors in the case but not link these to motivation. Fringe benefits may be linked to motivation. A description of induction training not related to DCG may be used.

Level 2 (4-6 marks) – The candidate will correctly identify the factors mentioned in the case – the recognition they receive, the working relationships with the managers and their colleagues and the levels of responsibility they are given – and attempt to link these to motivation.

Level 3 (7-10 marks) – The candidate will correctly identify the factors mentioned in the case and successfully link these to motivation. The quality of the explanation will determine the mark.