

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2007 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 candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began.

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 discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the May/June 2007 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.



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- 1 (a) List four purposes of Human Resource Management. [4 x 1 = 4 marks]**

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) Explain, using examples, two purposes of HRM. [2 x 3 = 6 marks]**

Level 1 (0–2 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 (3 marks): The candidate will accurately explain why the purpose is important, e.g. controlling the cost of wages to keep costs low and maintain profits. A sophisticated explanation is not expected.

- (c) Explain how the management of Human Resources changed as Real Biscuits increased the size of its operations. [10 marks]**

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 Joel 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 will build 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 give some examples of what a supervisor such as Joel can do.

Level 3 (9–10 marks): The candidate will build 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.

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- 2 (a) List four aspects of the legal environment that impact on HRM at Real Biscuits.** [4 x 1 = 4 marks]

Any four points from the following list:

employment protection
 equal opportunities
 health and safety
 maternity/paternity
 minimum wage
 contracts

- (b) Explain two benefits of being a member of a trade union.** [2 x 3 = 6 marks]

Level 1 (0–2 marks): The candidate may produce a reasonable answer but this will lack any real depth. Alternatively a good example may be used but the explanation will be poor.

Level 2 (3 marks): The candidate will accurately explain the benefit, e.g. employment protection. A sophisticated explanation is not expected.

- (c) Explain which aspects of employment law Real Biscuits have ignored and say why they are important.** [10 marks]

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, dismissal, health and safety. Any attempt to explain the importance of these factors will put this answer at the top of this band.

Level 3 (9–10 marks): The candidate will produce a Level 2 answer but will accurately explain the importance of at least three aspects mentioned.

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3 (a) List four types of employment contract. [4 x 1 = 4 marks]

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 two types of employment contract issued by Sapna. [2 x 3 = 6 marks]

Level 1 (0–2 marks): The candidate may be vague and state the obvious. Alternatively a type of contract may be well explained but not be one that is used by Real Biscuits

Level 2 (3 marks): The candidate will fully and correctly describe a full time permanent contract and a part time permanent contract.

(c) Describe the selection process that Joel should have used to recruit more workers. [10 marks]

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 selection 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 of the selection process given may be incomplete or inaccurate in some cases. Mention may be made of interviews and tests as mentioned in the case study.

Level 3 (9-10 marks): The candidate will clearly understand the selection process and the order of the process. The description given will be full and accurate. Minor errors or omissions are still allowed at this stage.

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- 4 (a) List four systems for communicating and resolving problems. [4 x 1 = 4 marks]

Any four points from the following list:

discipline procedure
grievance procedure
works councils
worker directors
committees – Health and Safety; consultations
formal consultation and negotiation systems

- (b) Explain how two systems for communicating and resolving problems might operate. [2 x 3 = 6 marks]

Level 1 (0–2 marks): The candidate will produce a vague answer that may state that workers meet or there is a formal process. At the top of this band the answer may describe the system without actually stating how it operates

Level 2 (3 marks): The candidate will fully and correctly describe how one of the systems listed in (a) above actually operates.

- (c) Describe how a shift system should have operated at Real Biscuits to ensure maximum efficiency. [10 marks]

Level 1 (0–4 marks): The candidate will produce a vague and non-technical answer. The different shift systems that can be used may be described with errors and omissions. The link between the shift system and Real Biscuits will not be made.

Level 2 (5–8 marks): The candidate will discuss the different shift systems that can be used. The description will be accurate but they may not be practical for Real Biscuits. An attempt to link shifts to Real Biscuits will be made in this band as well as the mention of efficiency.

Level 3 (9–10 marks): The candidate will fully and accurately describe the different shift systems that could practically be used by Real Biscuits with the reasons why this would improve efficiency. E.g. more efficient use of labour, machinery etc.

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5 (a) List four features of training and development. [4 x 1 = 4 marks]

Any four points from the following list:

induction training
external training
internal training
on the job training
off the job training
skills based training (Allow Health and Safety training)

(b) Explain two training methods that would help the workers at Real Biscuits. [2 x 3 = 6 marks]

Level 1 (0–2 marks): The candidate may explain a method(s), this explanation may be brief, incorrect or inappropriate for Real Biscuits.

Level 2 (3 marks): The candidate will fully and accurately explain a method(s). The method chosen will be appropriate for Real Biscuits – induction; on the job; internal (allow Health and Safety training).

(c) Explain how the nature of work at the Eastern Bakery might demotivate the workers. [10 marks]

Level 1 (0–4 marks): The candidate will discuss motivation in general and not link this to Real Biscuits.

Alternatively the answer will centre on Joel’s attitude and the workers fear of him.

Level 2 (5–8 marks): The candidate will clearly identify how the absence of certain features in a job can be demotivating. Materials from the case may be used but technical explanations may be poor.

Level 3 (9–10 marks): The candidate will clearly identify poor working conditions, a lack of job satisfaction, poor working relationships with Joel and the absence of any recognition at the Eastern Bakery as a range of features that could demotivate the workforce.

At least two of these factors must be fully explained and linked to the case study.