

**UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
**Cambridge International Diploma Advanced Level**

**MARK SCHEME for the May 2008 question paper**

**CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS**  
**5175      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.

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**1 (a) Describe how ZKK has ignored the meaning of HRM.**

**Level 1 (0–3 marks)**

The candidate will either make a poor attempt to explain the meaning of HRM or simply quote the extract from the text directly without further comment.

**Level 2 (4–5 marks)**

The candidate will either explain the meaning of HRM and state which part ZKK has not fulfilled or explain the quote – ***“relationships with its workers are non-existent”*** – from the text in the context of the meaning of HRM such as creating and maintaining relationships between all those involved with the organisation.

**(b) Describe how ZKK has ignored the purpose of HRM.**

**Level 1 (0–3 marks)**

The candidate will either make a poor attempt to explain the purpose of HRM or simply quote an extract from the text directly without further comment.

**Level 2 (4–5 marks)**

The candidate will either explain the purpose of HRM and state which part ZKK has not fulfilled or explain the extracts – ***“Many of the workers lack the correct skills”***; ***“This has led to increases in costs and the inability of the company to react to change”*** – from the text in the context of the purpose of HRM such as creating the right mix of skills, controlling costs of employment and administration, social costs and reacting to change.

**(c) Explain the problems that a company such as ZKK might face with a centralised approach to HRM.**

**Level 1 (0–4 marks)**

The candidate will either produce a list of problems encountered by ZKK or a description of a centralised approach to HRM. There will be errors and omissions.

**Level 2 (5–8 marks)**

The candidate will correctly explain the meaning of a centralised approach to HRM and begin to explain the problems that this has brought. There will be errors and omissions.

**Level 3 (9–10 marks)**

The candidate will correctly explain both the meaning of a centralised approach to HRM and the problems that this has brought – ***not followed their usual recruitment and selection process is because the local population is mainly unskilled, and mostly over the age of 55;***

***This has led to increases in costs and the inability of the company to react to change. The increase in costs has in turn led to the workers on site cutting corners and not following the basic health and safety regulations for construction.***

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**2 (a) Describe the main features of the local labour market.**

**Level 1 (0–3 marks)**

The candidate will describe one feature of the labour market or may express this in their own words. Errors will exist or the quality of expression will be poor.

**Level 2 (4–5 marks)**

The candidate will fully describe the fact that ***the local population is mainly unskilled, and mostly over the age of 55.*** More than this statement is required.

**(b) Describe how the features of the local labour market might create problems for ZKK.**

**Level 1 (0–3 marks)**

The candidate may repeat the answer to part (a) above or repeat that the workers have no skills and are old. Answers may centre on the age of the workers.

**Level 2 (4–5 marks)**

The candidate will link the skills levels to those required in the construction industry – some unskilled jobs but many skilled jobs. They may also highlight the lack of young labour learning new skills and the many heavy jobs in the construction industry.

**(c) Explain the influence that the legal environment has had on the operations of ZKK.**

**Level 1 (0–4 marks)**

The candidate will produce a very simple answer that states that ZKK had to close down its operations or that they failed to follow the Health and Safety rules. Other legal issues may be quoted.

**Level 2 (5–8 marks)**

The candidate will produce a more sophisticated answer that links the law to Health and Safety and the operation of the company's activities. Some errors and omissions may still exist.

**Level 3 (9–10 marks)**

The candidate will produce a sophisticated answer that links the law and the Government to health and Safety regulations for the protection of the employees. It will also make the point that if any of the Health and Safety laws are broken the company can be closed down to protect the workers as with the case of ZKK.

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3 (a) Explain the purpose of the recruitment process.

**Level 1 (0–3 marks)**

The candidate will make a reasonable attempt but will concentrate upon *“finding the right person”*.

**Level 2 (4–5 marks)**

The candidate will add to the L1 answer with *“avoiding discrimination; presenting a positive image of the organisation”*.

(b) Describe an appropriate selection process for ZKK.

**Level 1 (0–3 marks)**

The candidate will list or describe the standard selection tools such as **CV, letter, application form etc.**

**Level 2 (4–5 marks)**

The candidate will produce a Level 1 answer but will emphasise the practical nature of construction and the need for **practical tests**.

(c) Explain why ZKK’s Human Resource planning is poor.

**Level 1 (0–4 marks)**

The candidate will answer this in a very general manner – unable to get the right workers etc; no workers with skills.

**Level 2 (5–8 marks)**

The candidate will make the point that there has been no assessment of strengths and weaknesses of the labour market. Labour is employed on a daily and temporary basis with no forward planning. Errors and omissions will exist.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer but the links will be stronger and all of the factors will be mentioned without errors – **No assessment of strengths and weaknesses; turnover is high; no job satisfaction; poor health and safety record.**

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**4 (a) Recommend two working patterns that ZKK might use.**

**Level 1 (0–3 marks)**

The candidate will simply list or describe the different working patterns. They will confuse working patterns with contracts or working structures.

**Level 2 (4–5 marks)**

The candidate will describe the different working patterns and recommend one (max 4) or two that are appropriate – ***day work; shift work (not night shifts); flexitime; casual.***

**(b) Recommend two systems for measuring and evaluating the employees' work.**

**Level 1 (0–3 marks)**

The candidate will discuss or describe the appraisal process, this may be in considerable detail. Other methods for measuring and monitoring performance may be described. Errors and omissions will exist.

**Level 2 (4–5 marks)**

The candidate will choose two appropriate methods – ***targets; competencies; accountability; team performance and targets.***

**(c) Explain how a better communication and conflict resolution system might have avoided ZKK having their work stopped at the Hong Kong Airport.**

**Level 1 (0–4 marks)**

The candidate will describe/explain a whole range of communication and/or conflict resolution processes. No link will have been made to ZKK and the shutting down of the work.

**Level 2 (5–8 marks)**

The candidate will attempt to explain how appropriate communication methods may have helped. Emphasis will be on communication and the link with ZKK may be weak.

**Level 3 (9–10 marks)**

The candidate will balance the communication and conflict resolution methods and make the clear and precise link to solving the problems at ZKK – ***briefing structure; discipline procedures; TQM; works council; safety committee.***

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**5 (a) Explain the concept of Lifelong Learning.**

**Level 1 (0–3 marks)**

The candidate will produce a simple answer that states that everyone carries on learning for the rest of their life.

**Level 2 (4–5 marks)**

The candidate will link the need for new skills as technology changes and therefore the need to learn the new skills continually, this in turn links to continuing professional development.

**(b) Explain a payment system that could reward quality.**

**Level 1 (0–3 marks)**

The candidate will simply list/describe/explain all of the reward systems available.

**Level 2 (4–5 marks)**

The candidate will clearly only use those systems that reward quality and not quantity – ***fixed rates; hourly rates; payment by results; profit sharing.***

**(c) Explain why a company such as ZKK might find it difficult to use fringe benefits to rewards its employees.**

**Level 1 (0–4 marks)**

The candidate will simply list/describe/explain all of the fringe benefits that may be available. No link will be made to ZKK and there will be errors omissions.

**Level 2 (5–8 marks)**

A more discrete selection of fringe benefits will be explained with a link to ZKK. Some attempt will be made to explain why some benefits cannot be used. Errors will exist and some benefits may be inappropriate.

**Level 3 (9–10 marks)**

The candidate will be very selective and explain how the nature of the construction firm and the construction industry with no set base makes many of the fringe benefits such as ***social facilities*** difficult to use.