

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the October 2008 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.

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1 (a) List 4 elements of the selection process.

Practical tests; Interviews; Application form; Letter; References; Selecting CVs. [1 x 4 = 4]

(b) Describe how a contract ends if an employee is:

(i) dismissed

(ii) resigns

Level 1 (0–2 marks)

The candidate will produce a very general, non-technical, answer. The person writes a letter, is sacked etc.

Level 2 (3 marks)

The candidate produces a technical answer that clearly explains that dismissal is the employers terminating the contract for specific reasons and the resignation is the employee terminating the contract for specific reasons. [2 x 3 = 6]

(c) Explain the different elements of the recruitment process.

Level 1 (0–4 marks)

The candidate will produce a very general answer that may list some or all of the elements of the recruitment process. Confusion may exist between recruitment and selection.

Level 2 (5–8 marks)

The candidate will clearly understand the recruitment process and explain some or all of the elements.

Level 3 (9–10 marks)

The candidate will explain fully all of the items; they may also explain that the purpose of the recruitment process is to find the right person, presenting a positive image of the organisation.

2 (a) List 4 features of the local labour market.

Males; Aged 25 to 40; Engineering skills; A good working knowledge of the Panama Canal; Unskilled. [1 x 4 = 4]

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(b) Explain why the following standards are important to OPCC:

(i) Equal Opportunities.

(ii) Health and Safety.

Level 1 (0–2 marks)

The candidate will provide a general answer that discusses breaking the law and the consequences.

Level 2 (3 marks)

The candidate will produce a technical answer that includes the problems of breaking the law but also the consequences to the workforce and the motivation/output of the workforce. [2 x 3 = 6]

(c) Explain how new technology has influenced the HRM of the new employees of OPCC.

Level 1 (0–4 marks)

The candidate will discuss generally how skills have changed or how jobs have changed or why people need new skills. These will not be related to OPCC and errors and/or omissions will exist.

Level 2 (5–8 marks)

The candidate will link the new technology to OPCC and how this has changed the skills that are required. At the top of the band there will be an attempt to link this to career changes, lifelong learning, training, career development.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will successfully make the link to HR policies and training at OPCC.

3 (a) List 4 parts of the meaning of HRM at OPCC.

HRM is the process (1) for creating (1) and maintaining (1) relationships between people who work for (1) and with them (1) and between other organisations (1). [max 4]

(b) Explain two parts of the purpose of HRM at OPCC.

Level 1 (0–2 marks)

The candidate may list, describe or discuss part of the purpose.

Level 2 (3 marks)

The candidate will fully and accurately explain a purpose from those listed below, linked to the operation of OPCC.

Right mix of skills

The costs of employment are controlled

Support costs are controlled

OPCC can react to any changes

[2 x 3 = 6]

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- (c) Explain the difference between centralised and decentralised management of human resources.

Level 1 (0–4 marks)

The candidate will describe one or both. There will be errors and/or omissions.

Level 2 (5–8 marks)

The candidate will explain both centralised and decentralised HRM. At the top of this band the explanation will be accurate and the candidate will begin to explain the difference.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but will correctly explain the difference in an explicit manner.

- 4 (a) List 4 systems that OPCC will use for communicating with its employees.

Health and safety committee

Equal opportunities committee

Works council

Two elected workers on the board of OPCC

[1 x 4 = 4]

- (b) Outline the:

(i) grievance procedure

(ii) discipline procedure

Level 1 (0–2 marks)

The candidate may list the grievance/disciplinary processes or discuss why they are used. They may attempt to list the process in order but errors will exist.

Level 2 (3 marks)

The candidate will provide an accurate step by step guide through the process(es), this will be more than a list. [2 x 3 = 6]

- (c) Explain how targets and standards can be used by OPCC to measure and monitor the workers' performance.

Level 1 (0–4 marks)

The candidate will discuss in general terms standards and targets and possibly appraisal. Errors and/or omissions will exist.

Level 2 (5–8 marks)

The candidate will only explain how targets and standards operate with some attempt to link these to OPCC. The quality will determine the mark within this band.

Level 3 (9–10 marks)

A Level 2 answer but with the standards and targets successfully linked to OPCC and its operations.

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5 (a) List 4 types of training and development at OPCC.

Off the job training
 On the job training
 Induction training
 Continual professional development

[1 x 4 = 4]

(b) Explain how OPCC intend to use:

(i) payment by results

(ii) bonus payments

Level 1 (0–2 marks)

The candidate may describe the payment by results/bonus payments system in general terms. At the top of this band the description will become an explanation of how these systems work. Errors/omissions may still exist.

Level 2 (3 marks)

The candidate will provide an accurate explanation of the systems and how OPCC intend to use them.

[2 x 3 = 6]

(c) Explain how the nature of the work will contribute to motivation at OPCC.

Level 1 (0–4 marks)

The candidate may discuss the rewards, monetary and other or at the top of this band simply quote parts of the case.

Level 2 (5–8 marks)

The candidate will understand the concept of the 'job' and the conditions being motivational. The quotes from the case will be used, possibly with no reference to OPCC. Not all of the quotes will be used and errors will exist.

Level 3 (9–10 marks)

The candidate will produce a Level 2 answer but all of the quotes below will be explained in the context of OPCC.

Job satisfaction along with good working conditions, good working relationships and appropriate levels of responsibility should motivate the workers to produce a new waterway that fits the 21st century.