

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

## **MARK SCHEME for the October 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.

- CIE will not enter into discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the October/November 2008 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

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**1 (a) Briefly explain the operational purpose of HRM.**

**Level 1 (0–3 marks)**

The candidate will produce a vague answer, may be confused between the purpose and operational purpose or may quote some elements of the operational purpose.

**Level 2 (4–5 marks)**

The candidate will correctly explain the operational purpose by quoting the extracts from the case - *“deploying the right mix of skills, knowledge and experience, controlling the costs of employment and maintaining systems for motivation and conflict resolution”*.

**(b) Briefly explain the strategic purpose of HRM.**

**Level 1 (0–3 marks)**

The candidate will produce a vague answer, may be confused between the operational and strategic purpose or may quote some elements of the strategic purpose.

**Level 2 (4–5 marks)**

The candidate will correctly explain the strategic purpose by quoting the following elements – *“specialist expertise to the medium and long term development of the organisation; creating the ability to effectively react to change; handling growth efficiently”*.

**(c) Explain how the development of HRM generally has been reflected in the practices used at HCCB.**

**Level 1 (0–4 marks)**

The candidate will make vague references to what HCCB actually does or produce a confused view across all aspects of HRM.

**Level 2 (5–8 marks)**

The candidate will either discuss the development of HRM without reference to HCCB or quote the correct aspects from the case without explaining how it has changed.

**Level 3 (9–10 marks)**

The candidate will correctly explain the development, link this to HCCB and quote the following example – *“a welfare and work-force centred activity, mediating between the organisation and the people it employs and supplying the organisation with the type of resource it needs to operate at the highest level”*.

**2 (a) Explain the link between technical change and redundancy.**

**Level 1 (0–3 marks)**

The candidate will make a basic link between learning new skills and employees losing their job.

**Level 2 (4–5 marks)**

The candidate will make a sophisticated link between HCCB using new technology, the skills required, high unemployment in the area and redundancy.

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**(b) Describe the main characteristics of the local population.**

**Level 1 (0–3 marks)**

The candidate may list the characteristics or just refer to the gender and age.

**Level 2 (4–5 marks)**

The candidate will correctly describe the level of skills; the predominantly male population aged 20–30.

**(c) Explain how the trade unions may have influenced the HRM at HCC.**

**Level 1 (0–4 marks)**

The candidate will attempt to explain the role of the trade unions, there will be errors and omissions.

**Level 2 (5–8 marks)**

The candidate will explain the role of trade unions and link this to HCCB. There will be errors and omissions. The degree to which the link is made will determine the mark in this band.

**Level 3 (9–10 marks)**

The candidate will successfully link an explanation of the role of the trade unions with the following aspects of HCCB – *“paying well above the minimum wage, protecting the rights of the employees, ensuring equal opportunities exist and following all of the Health and Safety laws”*.

**3 (a) Describe the different contracts used by HCCB.**

**Level 1 (0–3 marks)**

The candidate may list all of the types of contract that are mentioned or describe a few that may be relevant.

**Level 2 (4–5 marks)**

The candidate will correctly describe the contracts used by HCCB – permanent, full time, part time and contracting out.

**(b) Explain how contracts of employment end at HCCB.**

**Level 1 (0–3 marks)**

The candidate will explain how contracts end. There may be errors and omissions.

**Level 2 (4–5 marks)**

The candidate will correctly explain that at HCCB contracts only end due to retirement, when an employee reaches the correct retirement age.

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**(c) Explain the strengths and weaknesses of Human Resource planning at HCCB.**

**Level 1 (0–4 marks)**

The candidate will produce a general answer about HCCB being a good hotel and winning awards etc.

**Level 2 (5–8 marks)**

The candidate will produce a more specific answer that uses the materials from the case – a very low turnover of employees and an excellent attendance rate and/or no individual appraisals and targets – and other general points.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer plus the good health and safety record and job satisfaction.

**4 (a) Explain the working structures at HCCB.**

**Level 1 (0–3 marks)**

The candidate will produce a general answer and may mention a variety of working structures or patterns or state that functional working structures are used.

**Level 2 (4–5 marks)**

The candidate will clearly state that functional working structures are used and explain what this means. Some examples may be given.

**(b) Briefly explain how an appraisal system might work at HCCB.**

**Level 1 (0–3 marks)**

The candidate will explain an appraisal system in varying detail and accuracy but will not relate this to HCCB.

**Level 2 (4–5 marks)**

The candidate will explain an appraisal system in detail and will relate this to HCCB.

**(c) Evaluate the different communication and conflict resolution systems at HCCB.**

**Level 1 (0–4 marks)**

The candidate will explain or describe different communication or conflict resolution systems.

**Level 2 (5–8 marks)**

The candidate will explain the systems that exist at HCCB – a weekly briefing; a weekly newsletter; a staff survey; a works council meet on a monthly basis; workers sit on the local board of directors – no attempt to evaluate will exist.

**Level 3 (9–10 marks)**

The candidate will produce a Level 2 answer with an evaluation of the systems. A good evaluation should receive the top mark.

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**5 (a) Explain how the nature of work contributes to staff motivation at HCCB.**

**Level 1 (0–3 marks)**

The candidate will produce a very general answer and may mention the rate of pay.

**Level 2 (4–5 marks)**

The candidate will produce an accurate answer using the evidence for the case – good working conditions, the leadership style, levels or recognition.

**(b) Explain the different fringe benefits used by HCCB.**

**Level 1 (0–3 marks)**

The candidate will produce a very general answer and may mention the rate of pay or detail all of the benefits that may be paid.

**Level 2 (4–5 marks)**

The candidate will produce an accurate answer using the evidence for the case – half price accommodation in any of the HCC hotels across the world, free meals when working, free health care and social facilities.

**(c) Explain how HCCB decide on the level of reward they pay their employees.**

**Level 1 (0–4 marks)**

The candidate may state that wages are above the minimum wage and/or the involvement of the trade unions. Errors and omissions will exist. A candidate may only repeat the bullet point from the case without explanation.

**Level 2 (5–8 marks)**

The candidate will explain that wages are based upon the company's structure around the world OR the training and qualifications of the individual. Explanations may be incomplete or brief.

**Level 3 (9–10 marks)**

The candidate will explain fully that wages are based not on the market conditions in Beijing but upon the company's structure around the world and the training and qualifications of the individual.