

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2009 question paper
for the guidance of teachers

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5165 Human Resource Management, Maximum mark 100

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Mark schemes must be read in conjunction with the question papers and the report on the examination.

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1 (a) List *four* elements of the purpose of HRM.

Providing the right mix of skills
Controlling the costs of employment
Wages
Salaries
Support or admin costs
Social costs
The ability to react effectively to change

[1 mark each = max 4 marks]

(b) Explain the meaning of HRM.

“creates and maintains relationships between the staff who work for and with them, and between ISL and other organisations”

Level 1 (0–3 marks)

The candidate will make some reference to the statement from the case or may generalise about the meaning. There will be errors and omissions.

Level 2 (4–6 marks)

At the bottom of this band the quote from the case may be replicated exactly. To move to the top of this band some explanation of the meaning of this statement is required, e.g. ensuring good working relationships between the management, the workers and the workers representatives.

(c) Explain how HRM might change if ISL used a decentralised approach rather than a centralised approach.

Level 1 (0–3 marks)

The candidate may explain how ISL presently organises its HRM. Alternatively, they may explain how it should be organised. Errors and omissions will exist and the use of technical terms will be virtually non-existent.

Level 2 (4–6 marks)

The candidate may explain the difference between a centralised and decentralised approach to HRM but reference to ISL will not exist. The degree of accuracy when explaining the centralised and decentralised approach will determine the mark within the band.

Level 3 (7–10 marks)

The candidate will clearly understand the difference between a centralised and decentralised approach and quote examples of what the change would mean for ISL, e.g. recruitment, the production of contracts and dealing with the trade unions at the individual hospitals.

2 (a) List *four* elements of the labour market available to ISL.

Mainly females
Part-time work
Levels of self-employment are low
High percentage of young people
18 to 25 year olds

[1 mark each = max 4 marks]

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(b) Describe two pieces of legislation followed by ISL.

Level 1 (0–3 marks)

The candidate may repeat extracts from the text or list parts of the legislation. Legislation not in the text may also be used. Errors and omissions will exist.

Level 2 (4–6 marks)

The candidate will select one aspect from two of the pieces of legislation quoted in the text and describe them. The quality of the description will determine the mark awarded.
E.g. Health and Safety; Equal Opportunities; Employment protection.

(c) Explain the role of the trade unions with respect to ISL.

Level 1 (0–3 marks)

The candidate may list some of the detail from the case or may simply produce an answer that does not relate to ISL. There will be errors and omissions.

Level 2 (4–6 marks)

The candidate will correctly explain part of the role, either checking/monitoring that ISL are following the legislation or negotiating with ISL. At the top of this band both may be mentioned but the detail will be lacking.

Level 3 (7–10 marks)

The candidates will produce a level 2 answer but both parts of the role will be explained – checking/monitoring and negotiating, with details concerning what is being checked and negotiated.

3 (a) List four elements of the selection process used by ISL.

Two references

A letter of application

Complete an application form

Undertake a practical test

Undergo an interview

[1 mark each = max 4 marks]

(b) Explain two types of employment contract used by ISL.

Contracts used – permanent; full-time; part-time; temporary.

Up to 3 marks for each contract explained accurately. If there is confusion, e.g. permanent and full-time, then full marks cannot be obtained.

[2 x 3 marks]

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- (c) Explain the ways in which the end of the employment contract may change at ISL if the proposed changes go ahead.

Level 1 (0–3 marks)

The candidate may list the ways in which a contract may end. No reference will be made to ISL. A list may be produced. Errors and omissions will be evident.

Level 2 (4–6 marks)

The candidate will make reference to ISL and may either explain the ways in which the contracts end presently or may end in the future.

Level 3 (7–10 marks)

The candidate will produce a level 2 answer but will explain both the present ways in which a contract ends and the ways in which it may do so in the future. There will be an explanation of how the methods differ e.g. from choice to compulsion.

- 4 (a) List *four* committees that the unions wish to set up.

Health and safety
Working conditions
Wages
Discipline

[1 mark each = max 4 marks]

- (b) Explain how the grievance procedure at ISL might operate.

Level 1 (0–3 marks)

The candidate will have a vague idea of the process but it will not be clear or accurate. A list may be produced.

Level 2 (4–6 marks)

The candidate will clearly understand the process and explain it step by step – complaint in writing; investigation/interviews; written decision; appeal.

- (c) Explain how the systems for communication suggested by the trade union might help the running of the ISL hospitals.

Level 1 (0–3 marks)

The candidate may simply restate some of the points made in the case study without further comment. Alternatively, the candidate may make vague comments about setting up committees etc. There will be errors and omissions.

Level 2 (4–6 marks)

The candidate will accurately restate the whole case as per the case study. There will be no attempt to state how this might improve the running of the ISL hospitals.

Level 3 (7–10 marks)

The candidate will produce a good level 2 answer but will also make an attempt to explain how this will benefit the running of the ISL hospitals.

“The unions want to set up a series of committees to cover areas such as health and safety, working conditions, wages and discipline; have an equal number of managers and workers; discuss the relevant issues; recommendations to improve the HRM at all of the hospitals.”

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5 (a) List four fringe benefits that the employees of ISL currently receive.

Subsidised meals
 Free health care for the employee
 Generous holidays
 Discounted health care for the employee's relatives [1 mark each = max 4 marks]

(b) Describe:

(i) the present methods of payment;

Level 1 (0–2 marks)

The candidate will list all of the payment methods or list the current methods.

Level 2 (3 marks)

The candidate will correctly describe the present methods in some detail.
Current – monthly salary, fixed hourly rate, plus company pension scheme.

(ii) the proposed changes to these methods.

Level 1 (0–2 marks)

The candidate will list all of the payment methods or list the proposed methods.

Level 2 (3 marks)

The candidate will correctly describe the proposed methods in some detail.
Proposed – payment by results plus a profit sharing scheme.

(c) Explain how the nature of work at ISL contributes to an employee's motivation.

Level 1 (0–3 marks)

The candidate will list or explain wages, fringe benefits and some of the factors linked to the nature of the work. There will be errors and omissions.

Level 2 (4–6 marks)

The candidate will explain the fringe benefits, wage structure but the factors linked to the nature of the work will provide the majority of the answer.

Level 3 (7–10 marks)

The candidate will ignore the fringe benefits and the wage structure and only explain the factors linked to the nature of the work, as given below. The quality of the answer will determine the mark in this band.

“working relationships between the workers and the management are excellent; a good career structure; the chance of promotion; a good programme of continuing professional development; a high level of recognition”.