

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

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

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5175 Human Resource Management, Maximum mark 100

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1 (a) Explain the *meaning* of HRM.

Level 1 (0–3 marks)

The candidate will make an attempt to explain the meaning but it will be confused and mixed with the purpose. Errors and omission will be obvious.

Level 2 (4–5 marks)

The candidate will clearly understand the meaning and produce an almost perfect explanation – the process for creating and maintaining relationships between people who work for and with them and between organisations.

(b) Explain the concept of de-centralised HRM.

Level 1 (0–3 marks)

The candidate will make an attempt to explain the meaning but it will be confused and mixed with centralised.

Level 2 (4–5 marks)

The candidate will clearly understand the meaning and produce an almost perfect explanation, possibly with examples (this is not necessary for the top mark).

(c) Explain the difference between the strategic and operational purpose of HRM.

Level 1 (0–4 marks)

The candidate will try to explain both the strategic or operational purpose but very poorly. There will be many errors and/or omissions. Alternatively only one will be explained.

Level 2 (5–8 marks)

The candidate will explain either the strategic or the operational purpose well and attempt to explain the other one. For the weaker explanation there will be errors and/or omissions.

Level 3 (9–10 marks)

The candidate will explain both well with very few errors or omissions.

Operational purpose – right mix of skills, knowledge and experience; controlling the costs of employment; maintaining systems etc.

Strategic purpose – contributing specialist expertise to the medium and long term development of the organisation; creating the ability to react to change; handling growth efficiently.

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2 (a) Explain the effect that the labour market will have on the different sub-contractors.

Level 1 (0–4 marks)

The candidate will begin to explain what the labour market is OR the candidate will repeat passages from the case.

Level 2 (5–8 marks)

The candidate will begin to explain in very simple terms that each of the companies has different needs and then quote what is available. At the top of this band they may explain that the labour available is not right for some of the companies.

Level 3 (9–10 marks)

The candidate will accurately explain that each of the companies has different needs that might not be met by what is available. These companies will then need to search elsewhere for their labour.

(b) Explain the role that the trade unions might have during the construction of the dam.

Level 1 (0–4 marks)

The candidate will list or try to explain what trade unions do OR quote passages from the case.

Level 2 (5–8 marks)

The candidate will clearly and accurately explain the role of the trade union in the case – *negotiating recruitment and selection processes and contracts* – this may be linked to traditional functions such as EO etc.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will understand that given the nature of the project other functions such as health and safety, target setting and the termination of contracts may also become important.

3 (a) Outline five stages in the recruitment process.

Level 1 (0–3 marks)

The candidate will outline less than 5 stages; they may be confused between recruitment and selection.

Level 2 (4–5 marks)

The candidate will correctly outline five stages.

(b) Outline five stages in the selection process.

Level 1 (0–3 marks)

The candidate will outline less than 5 stages; they may be confused between selection and recruitment.

Level 2 (4–5 marks)

The candidate will correctly outline five stages.

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- (c) Explain the approach that CADC and the sub-contractors are intending to use for HR planning.

Level 1 (0–4 marks)

The candidate will make an attempt to explain what HR planning is OR will quote passages from the case.

Level 2 (5–8 marks)

The candidate will clearly understand the role of HR planning – *forecasting D & S; succession planning; analysis of strengths and weaknesses – absenteeism; health and safety etc.* – and begin to relate this to the situation and the nature of the job. There will be errors and omissions.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will clearly understand how the situation and the jobs that will be performed will change over time and with the progress of the project and so different workers may be needed or under-performing workers will need to be replaced.

- 4 (a) Explain the difference between working patterns and working groups.

Level 1 (0–4 marks)

The candidate will explain only one OR attempt to explain both but poorly.

Level 2 (5–8 marks)

The candidate will understand the difference between working patterns and working groups and explain one of the two well. Examples may be used.

Level 3 (9–10 marks)

The candidate will explain both clearly and accurately. Examples may be used to illustrate the explanation.

- (b) Explain how standards and targets can be used to measure and monitor performance.

Level 1 (0–4 marks)

The candidate will explain standards or targets or measurement or monitoring; all may be explained but poorly.

Level 2 (5–8 marks)

The candidate will clearly understand what targets and standards are and how they are used to *either* measure *or* monitor performance.

Level 3 (9–10 marks)

The candidate will clearly understand what targets and standards are and how they are used to measure *and* monitor performance.

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5 (a) Explain how fringe benefits can be used to reward workers.

Level 1 (0–3 marks)

The candidate will list the fringe benefits that can be used or attempt to explain how they are used.

Level 2 (4–5 marks)

The candidate will accurately and clearly explain how fringe benefits are non-monetary payments to reward workers and how the construction of a dam makes it difficult to use fringe benefits.

(b) Explain the reward system that CADC plan to use.

Level 1 (0–3 marks)

The candidate will quote some of the text in the case or provide a list of payments they plan to use.

Level 2 (4–5 marks)

The candidate will accurately explain that *everyone receives a fixed rate wage but an annual bonus based upon the pre-set targets and a share of the profits once the project is finally completed*. The very best may recognise that the fixed rate will vary due to the use of market forces.

(c) Explain how market forces will influence the rates at which workers are paid by the different companies involved in the project.

Level 1 (0–4 marks)

The candidate may attempt to explain the concept of market forces or provide a non-technical explanation of how the workers might be paid different amounts for different jobs.

Level 2 (5–8 marks)

The candidate will explain how the labour market operates – *D & S – skills; qualifications; regional variations; bargaining strength of individuals groups etc.* – and how this influences what is paid. There will be errors and omissions and the explanation may be brief.

Level 3 (9–10 marks)

The candidate will clearly and accurately explain the working of the labour market and how the demands of the different companies will influence what is paid for different types of worker e.g. technical staff, labourers etc.