

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

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

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS
5165 Human Resources Management, maximum mark 100

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- 1 (a) Explain the terms 'centralised' and 'decentralised' Human Resource Management (HRM). [2 × 3 = 6]

Level 1 (0–2 marks)

The candidate will produce a vague answer that may state that everything is controlled centrally/by each factory. They may even state which factory control everything. Examples from (a) above may be used at the top of this band.

Level 2 (3 marks)

The explanation will use HRM and the relevant terms. This will go beyond the examples given in the case.

- (b) List *four* functions of Human Resource Management (HRM) that are centralised at RPC. [4]

Recruitment; selection; training; setting of wage rates [4 × 1 mark = 4 marks]

- (c) Explain the link between the purpose of HRM, the changing nature of the industry and the centralised functions at RPC. [10]

Level 1 (0–4 marks)

The candidate will attempt to explain one or two of the concepts in the question. Errors and omissions will be evident. Award direct quotes a maximum of 4 marks.

Level 2 (5–8 marks)

The candidate will explain or clearly understand all three of the concepts in the question and some attempt will be made to link the three.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will successfully link all three of the concepts – purposes include the reaction to change and the right mix of skills; the industry is changing and so RPC needs to be prepared; part of this is the right recruitment and selection of staff.

- 2 (a) List *four* features of the labour market that RPC operates in. [4]

Equal numbers of male and female workers; a high level of education; Self-employment is low; full-time employment is the only employment anyone is seeking; more people in the age range 25 to 35 years; large number aged 55 and above. [4 × 1 mark = 4 marks]

- (b) Explain the function of Paper Producer's Employers' Association. [6]

Level 1 (0–3 marks)

The candidate will produce a vague/non-technical answer which may simply repeat statements from the case study. E.g. employers trade union. Award direct quotes a maximum of 3 marks.

Level 2 (4–6 marks)

The candidate will produce a more sophisticated answer that explains the advantages of an employers association. They may use some of the statements from the case; will attempt to explain them – strength in numbers; saving time; negotiating skills; consistency etc.

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- (c) Explain the influence that changes in technology and changes in the nature of the industry might have on HRM at RPC. [10]

Level 1 (0–4 marks)

The candidate will attempt to explain the changes or may discuss in general terms the need for training.

Level 2 (5–8 marks)

The candidate will explain or clearly understand that the changes will mean more training. Quotes from the text may be used. Statements that make the point that some may need to change careers may be included.

Level 3 (9–10 marks)

The candidate will clearly understand that changes in the industry will clearly require – new skills; constant training; life-long learning; the need for some to change jobs.

- 3 (a) List the *four* elements of the selection process agreed by the PPEA. [4]

Application form; practical test; psychometric test; interview [4 × 1 mark = 4 marks]

- (b) Explain “fixed-term contracts” and “contracts for specific tasks”. [2 × 3 = 6]

Level 1 (0–2 marks)

The candidate will produce a vague answer or will attempt to explain fixed term/job specific but with a number of errors or omissions.

Level 2 (3 marks)

The candidate will provide an accurate answer – fixed period; same rights as permanent except pension; starting finishing times; end of contract time bound; job specific time bound by the job; starting finishing times; rights; benefits etc.

[2 × 3 marks]

- (c) Explain the advantages for RPC and the employees of changing from day work to a shift system. [10]

Level 1 (0–4 marks)

The candidate will attempt to explain the difference between day work and a shift system or how shift work or day work actually operates.

Level 2 (5–8 marks)

The candidate will begin to list some of the advantages of shift work for RPC or the employees. There will be errors and some disadvantages but candidates will mention increase in production. There may be an unbalanced treatment.

Level 3 (9–10 marks)

The candidate will only list the advantages as requested and they will be balanced between the employee and RPC. E.g. – better use of equipment; increased output; creation of time for training; spare time during the day; less monotony; unsocial hours, payments etc.

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4 (a) List *four* systems for communication at RPC. [4]

Safety committees; works councils; worker director; monthly staff meeting.
[4 × 1 mark = 4 marks]

(b) Explain how the following operate:

(i) a Works Council;

(ii) a Worker Director.

[2 × 3 = 6]

Level 1 (0–2 marks)

The candidate will produce a vague/non-technical answer or parts of the case will be quoted.

Level 2 (3 marks)

The candidate will produce a reasonably technical and detailed explanation, e.g. elected to the Board to represent the workers; voting rights; council of management and workers; often elected; forum for discussions; etc.

[2 × 3 marks]

(c) Explain how RPC might use an appraisal system to measure and monitor staff performance. [10]

Level 1 (0–4 marks)

The candidate will attempt to explain an appraisal system but there will be errors and omissions. At the top of this band some reference to performance or monitoring will be made.

Level 2 (5–8 marks)

The candidate will explain in some detail how an appraisal system operates but it will either concentrate upon measuring or monitoring performance but not both. Answers should include reference to targets or standards.

Level 3 (9–10 marks)

The candidate will produce a level 2 answer but will clearly explain how appraisal can both measure and monitor performance.

5 (a) List *four* methods of payment that RPC are using, or are considering using. [4]

Fixed rate; piece rate; bonus; profit sharing, wages (allow pensions which is in the syllabus but not strictly a payment method)

[4 × 1 mark = 4 marks]

(b) Explain, using examples, how fringe benefits might motivate employees at RPC. [6]

Level 1 (0–3 marks)

The candidate will produce a list of fringe benefits/explain what they are without examples/will be confused between payments and fringe benefits/discuss motivation.

Level 2 (4–6 marks)

The candidate will accurately explain how benefits can motivate staff – an addition to the normal payment – and provide a few (more than 2) examples.

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(c) Produce a three stage Training Plan for RPC, explaining each stage. [10]

Level 1 (0–4 marks)

The candidate will repeat sections from the case/discuss only off-the-job training/produce a list.

Level 2 (5–8 marks)

The candidate will put together a plan that is mainly progressive with some explanations of what each stage is. Errors and omissions will exist.

Level 3 (9–10 marks)

The candidate will produce a plan that is clearly progressive and will provide explanations of what each stage is. E.g. induction training; on-the-job/in-house training; off-the-job/external training.