

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the October 2011 question paper
for the guidance of teachers

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, which would have considered the acceptability of alternative answers.

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

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

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- 1 (a) Explain Abdul's role as the operational manager of human resources and describe how it is different to the strategic role of Daljit. [10]

Level 1 (0–4 marks)

The candidate will answer only one part of this question or both parts inaccurately. Operational purpose; day to day running of the business: Strategic purpose; planning and forecasting. Direct quotes worth maximum of 2 marks.

Level 2 (5–8 marks)

The candidate will explain both roles with some application to USS, **Abdul**: Operational purpose – providing and deploying the right mix of skills, knowledge and experience; controlling the costs of employment (wages and salaries, support costs, social costs); maintaining systems for motivating and developing individuals and resolving conflict; replenishing the organisation's human resources over time. **Daljit**: Strategic purpose – contributing specialist expertise to the medium and long term development of the organisation; creating the ability to react effectively to change; handling growth efficiently. Answers at the top of the range will be more specific such as Abdul's role in allocating jobs and monitoring progress.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will evaluate how well each role has been performed by the two managers.

- (b) Explain how the approach to the management of human resources at Unique Software Solutions (USS) could be changed from the present centralised approach. [10]

Level 1 (0–4 marks)

The candidate will quote definitions of centralised and decentralised approaches. Direct quotes worth maximum of 3 marks.

Level 2 (5–8 marks)

The candidate will explain how decentralisation could be used with specific reference to USS, possibly mentioning the divisions mentioned in the case (Accounting, Production, Stock Control) or the role of designers, programmers or team leaders.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will evaluate both the advantages and disadvantages of decentralisation for USS such as some staff having harder jobs.

[Total: 20]

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- 2 (a) Describe the significance of the main features of the local employment market for USS. [10]

Level 1 (0–4 marks)

The candidate will list some of the factors such as high male unemployment, under 25 age range the dominant sector, high levels of education, predominantly female aged under 25. 1 mark per item.

Level 2 (5–8 marks)

The candidate will provide a full and accurate description of the factors. At the top of the band reference to the high levels of education and the skills/training needed in the various jobs.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will also consider how the market affects the type of contract offered.

- (b) Explain the influence of technical change on training at USS. [10]

Level 1 (0–4 marks)

The candidate will repeat the section in the text; **two training sessions under the terms of the programmers' contracts; this is felt to be necessary as it is essential to keep up with the progress of technology within the industry.**

Level 2 (5–8 marks)

The candidate will attempt to link the technological progress in the industry to the training requirements. At the top of the band reference will be made to the need for 'lifelong learning', the need for new skills, the threat of redundancy etc.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will identify the implications of USS not keeping up with technical change.

[Total: 20]

- 3 (a) Describe the different forms of employment contract used by USS. [10]

Level 1 (0–4 marks)

The candidate may list the different forms of employment contract without any application. Full-time; part-time; permanent; temporary; casual – for services; fixed term.

Level 2 (5–8 marks)

The candidate will provide a full and accurate description of each of the forms of employment contract used by USS. 2 marks for each type of contract (maximum 8).

Level 3 (9–10 marks)

Good level 2 answer and the candidate will recognise why different contracts are appropriate for each of the different jobs.

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- (b) Explain the normal selection process that the candidates for the new full-time jobs at USS will have to undergo. [10]

Level 1 (0–4 marks)

The candidate may produce a list of elements of the selection process. Letters of application and Curriculum Vitae (CVs); application forms; references; appraisal records; tests (aptitude and psychometric); interviews.

Level 2 (5–8 marks)

The candidate will clearly understand the difference between selection and recruitment. A full process will be explained including testing and the use of the appraisal reports. Generic answers worth 6 marks maximum. There will be a link to USS at the top of the range.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will relate the practical tests to the types of job available at USS.

[Total: 20]

- 4 (a) Explain the different working patterns at USS. [10]

Level 1 (0–4 marks)

The candidate may produce a list of different working patterns; Day work; shift work; flexitime; casual work. There may be a quote from the text; **The programmers work a shift system which includes some night working. They dislike this and would prefer to work standard daytime or flexi-time hours as the office staff do.**

Level 2 (5–8 marks)

The candidate will accurately describe the working patterns at USS. 2 marks for each type of working pattern (maximum 8). At the top of this band some attempt will be made to identify why USS feel the need to use different patterns.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will consider wider implications; such as USS using the same working pattern for all staff.

- (b) Explain how the performance of the staff at USS is likely to be monitored. [10]

Level 1 (0–4 marks)

The candidate may talk generally about appraisal and appraisal systems. This will not be linked to USS and may contain errors or additional irrelevant materials. Direct quote worth 2 marks.

Level 2 (5–8 marks)

The candidate will explain what an individual performance appraisal is and refer to target setting, standards, etc. At the top of this band, candidates will suggest how appraisal would work for some of the specific jobs mentioned; e.g. number of programmes written or designed, ability to complete task within deadlines.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will consider the motivational effect of performance appraisal.

[Total: 20]

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5 (a) Explain what fringe benefits USS might provide for the sales staff it employs. [10]

Level 1 (0–4 marks)

The candidate may produce a general list of benefits; free meals, subsidised canteen, company car, cheap loans etc. 1 mark per item but must be fringe benefits.

Level 2 (5–8 marks)

The candidate will clearly associate benefits with 'fringe benefits' and attempt to explain each item. At the top of this band the candidate will consider the purpose and gains made by providing fringe benefits.

Level 3 (9–10 marks)

Good level 2 answer and the benefits will be suitably linked to the sales staff.

(b) Explain how USS will have decided upon the type and level of reward it pays to its employees. [10]

Level 1 (0–4 marks)

The candidate may produce a very general answer that concentrates upon aspects such as supply and demand or motivational theory. The approach will not be that technical and will not provide examples from USS. 1 mark each for items in a list.

Level 2 (5–8 marks)

The candidate will provide a full and accurate explanation identifying a full range of factors with a clear link to the different employees at USS. Influence of the marketplace for particular skills/ qualifications; legal constraints; regional variations; bargaining strength of individuals/ groups; differentials. At the top of this band the candidate will be making reference to the different wage structures because of the different types of jobs at USS.

Level 3 (9–10 marks)

Good level 2 answer and the candidate will recognise the need for rewards to fit the organisation's structure, technology and objectives.

[Total: 20]