UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Business
Advanced Level

HUMAN RESOURCE MANAGEMENT	5175/01
Optional Module	October 2012
	2 hours plus 15 minutes' reading time

Additional Materials: Answer Booklet/Paper

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name on all the work you hand in.
Write in dark blue or black pen.
You may use a soft pencil for any diagrams, graphs or rough working.
Do not use staples, paper clips, highlighters, glue or correction fluid.

Attempt **all** tasks.
Start each task on a new piece of paper.
Please leave a margin on the right and left hand side of each new page.

At the end of the examination, fasten all your work securely together, in the correct order.
The number of marks is given in brackets [ ] at the end of each question or part question.

This document consists of **3** printed pages and **1** blank page.

UNIVERSITY of CAMBRIDGE
International Examinations

[Turn over

You must read the case study below and attempt ALL of the tasks which follow.
(This case study is fictitious.)

ER National Transit (ERNT)

ER National Transit is a distribution firm that transports containers to and from the two principal docks in the country in which it operates. The firm has expanded significantly over the last ten years and now employs over 30 delivery vehicle drivers. It has two depots, one at each of the docks in the north and the south of the country. There is no separate human resource management (HRM) function as all HRM matters are dealt with by the owner. The owner believes *5* that he understands the meaning of HRM as he has provided the drivers with a small café and rest area at each of the docks.

All of the drivers employed by ERNT are semi-skilled and male; they are currently employed on part-time, short-term contracts as they are often only needed for the period when a container ship has arrived at the dock. This has led to some problems as there are not always sufficient drivers *10* available when needed. This is occurring more frequently in the northern dock as this region has low unemployment rates and also has many experienced drivers who are in constant demand from the many other distribution firms. ERNT need to take some action to ensure that they have sufficient drivers available at this dock. Both of the docks have recently introduced new machinery to improve the efficiency of loading and unloading ships. Most of their drivers are unfamiliar with *15* the new machinery which has resulted in a number of accidents and damage to containers. Some other firms have retrained drivers who are now employed full-time just loading and unloading containers using this machinery.

Drivers are currently recruited for ERNT by employment agencies. The owner feels that the problems in finding sufficient staff quickly might be overcome if he conducted his own recruitment *20* and selection process. Another of the problems that ERNT currently has is that it frequently does not know how many drivers it needs in advance. Drivers often leave before their contract is finished and ERNT have no idea why this is happening.

When ships arrive at the ports the drivers spend many hours queuing in line waiting for their turn to load/unload containers. Each ship can take two or three days to load/unload. Sometimes ships are *25* delayed by bad weather and drivers waste further time parked on the dock waiting for the arrival of their ship. ERNT would like to find some way of reducing this wasted time. There is no communication system for providing drivers with information about work routines or other matters. A few drivers are always late turning up for work and there are no problem-solving mechanisms for dealing with this. *30*

ERNT has discovered that some of its rival firms are recruiting some of its drivers as these firms are now offering better deals such as 'fringe benefits' in addition to basic pay. ERNT believes that the particular problems it has in recruiting drivers at the northern dock is partly because other firms have felt it necessary to pay higher wages as drivers in that region are better qualified and also better organised in trade unions. *35*

You must attempt ALL of the following tasks.
Where appropriate use information from the case study to support your answer.

1   **(a)** Describe the meaning of HRM detailing how it could assist ERNT.   **[10]**

    (b) Explain the ways in which the current application of HRM could assist ERNT in addition to the provision of rest areas.   **[10]**

                                                                                        [Total: 20]

2   **(a)** Explain the significance of the main features of the employment market that ERNT operate in with reference to how this affects HRM.   **[10]**

    (b) Describe how the influence of technical change on drivers needs to be dealt with by ERNT.   **[10]**

                                                                                        [Total: 20]

3   **(a)** Describe a recruitment and selection process that would be suitable for obtaining the drivers needed by ERNT.   **[10]**

    (b) Explain some possible approaches to human resource planning that ERNT could use to more accurately predict staffing needs.   **[10]**

                                                                                        [Total: 20]

4   **(a)** Evaluate which working patterns would be most suitable for ERNT.   **[10]**

    (b) Describe the systems that ERNT could use for communication of information and individual problem solving mechanisms.   **[10]**

                                                                                        [Total: 20]

5   **(a)** Explain how ERNT could use different methods of payment and reward.   **[10]**

    (b) Explain how ERNT could determine the appropriate type and level of reward it offers to employees at the different docks.   **[10]**

                                                                                        [Total: 20]

BLANK PAGE