

**CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
Cambridge International Diploma Standard Level

## **MARK SCHEME for the October 2013 series**

**CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS**  
**5165 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 should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge will not enter into discussions about these mark schemes.

Cambridge is publishing the mark schemes for the October 2013 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

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- 1 (a) State the meaning of Human Resource Management (HRM). [4 × 1 = 4]

A process for **creating** and **maintaining** relationships between **people who work for and with them**, and between **organisations**. [max. 4 marks]

- (b) Explain how the purpose of HRM is related to MANOIL. [6]

**Level 1 (0–3 marks)**

The candidate will produce a list or only provide the exact meaning of two or more purposes – control the cost of wages; control the cost of salaries; control the cost of admin; control the social costs; having the right mix of staff; the ability to react to change.

**Level 2 (4–6 marks)**

The candidate will list all purposes and provide an explanation for **any 3 of the purposes**. At the top of this band candidates will provide clear explanations with some examples or illustration.

- (c) Explain the centralised and decentralised approaches to HRM with reference to MANOIL. [10]

**Level 1 (0–4 marks)**

The candidate will explain what decentralised or centralised means, possibly with some examples. Alternatively, a poor attempt at answering the question will be made. The quote from the case study is worth 2 marks.

**Level 2 (5–8 marks)**

The candidate will accurately explain the meaning of both decentralising and centralising – Centralised – all HR function dealt with at Head Office; ensures consistency and use of specialist HR staff; equal treatment of all staff. But slower decision-making.

Decentralised – HR functions dealt with locally; quicker decision-making; use of local knowledge and needs. But managers not trained in HR; more paperwork; less likely to follow rules.

**Level 3 (9–10 marks)**

The candidate will produce a level 2 answer and will also explain that no formal procedures currently exist so either method will be an improvement on the current informal practices.

**[Total: 20]**

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- 2 (a) List four influences of technical change on the HRM function. [4 × 1 = 4]**

Creation of need for new skills (retraining), implications for career development, career changes (threat of redundancy), training, life-long learning. **[max. 4 marks]**

- (b) Explain which external organisations could help MANOIL and explain what services they could provide. [6]**

**Level 1 (0–3 marks)**

The candidate will produce a list only; Trade unions, Employers Associations, Government agencies, professional bodies. Accept Shelltex as this is an external organisation.

**Level 2 (4–6 marks)**

The candidate will provide a description of the activities or role of each organisation (including Shelltex).

- (c) Describe aspects of the legal environment which affect staff at MANOIL. [10]**

**Level 1 (0–4 marks)**

The candidate will simply list areas of legislation with no explanation; health and safety; equal opportunities; employment protection; maternity/paternity leave; working hours; minimum wages.

**Level 2 (5–8 marks)**

The candidate will describe the principal aspects of each area of legislation – *safe working environment; equal rights regardless of sex/race; unfair dismissal; parental care; maximum working week; basic rates of pay*. Answers at the top of the band will provide significant detail on all 6 areas.

**Level 3 (9–10 marks)**

The candidate will produce a level 2 answer and make specific mention of the health and safety requirements because of the recent accident at MANOIL.

**[Total: 20]**

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3 (a) List four elements of the selection process. [4 × 1 = 4]

Purpose (finding the right person); job descriptions; person specifications; application forms; CVs; methods for attracting candidates (use of media). [max. 4 marks]

(b) Explain how MANOIL can end contracts of employment. [6]

**Level 1 (0–3 marks)**

The candidate will simply list the methods available; resignation; redundancy, dismissal, mutual agreement, end of contract. Any **three** is sufficient for 3 marks.

**Level 2 (4–6 marks)**

The candidate will explain in detail **three** of the ways in which employment can end – *some employees will leave of their accord, some of the jobs will no longer exist; some employees will not be competent or commit misdemeanours; agreement between employee and employer; some are on fixed term contracts.*

(c) Describe the different types of employment contracts that MANOIL could use. [10]

**Level 1 (0–4 marks)**

The candidate will simply list types of employment contract; permanent; temporary; fixed term; job specific contracts; part-time. Flexi-time and shift working are not contracts of employment.

**Level 2 (5–8 marks)**

The candidate will describe the principal aspects of each type of contract – *no defined end-date; short-term; clearly defined end-date; for duration of specific job/task only.* Answers at the top of the band will provide significant detail on all types of contract including advantages and disadvantages.

**Level 3 (9–10 marks)**

The candidate will produce a level 2 answer and make some consideration of which contracts would be most suited to MANOIL.

[Total: 20]

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- 4 (a) List four systems that MANOIL could use to improve communications. [4 × 1 = 4]

Worker directors; Health and Safety committee; Consultation committee; Social committee; Works Council. [Max. 4 marks]

- (b) Explain how organisations measure and monitor people's performance at work. [6]

**Level 1 (0–3 marks)**

The candidate will list any **three** from; standards, targets, key competencies; appraisal systems.

**Level 2 (4–6 marks)**

The candidate will clearly explain **three** of the methods: standards – normal amount of work expected for job; targets – agreed amount to be produced; key competencies – skills or qualifications required for the job; appraisal systems – interview to discuss progress.

- (c) Describe how initiatives such as Total Quality Management could help MANOIL. [10]

**Level 1 (0–4 marks)**

The candidate will refer to key components of TQM such as an approach; to satisfy customer requirements; through formal schemes; aimed at improving quality; involving all staff.

**Level 2 (5–8 marks)**

The candidate will expand the description to include; *approach* – a style of management; *satisfy customer requirements* – first time, every time; *formal schemes* – proper systems and processes; *improving quality* – continuous improvement and zero defects; *all staff* – all areas of the business. Answers that quote improved productivity, efficiency, reduced costs/ increased profits can be given some marks. Answers at the top of the band will refer to need for committed leadership and management willing to support/listen to staff.

**Level 3 (9–10 marks)]**

The candidate will produce a level 2 answer and make some reference to how TQM could benefit MANOIL.

[Total: 20]

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- 5 (a) List four 'fringe benefits' that MANOIL could use. [4 × 1 = 4]

Company cars, subsidised food and accommodation (house allowance), cheap loans, discounts on holidays, free healthcare, discounts on company products [Max. 4 marks]

- (b) Explain the main features of methods for training and developments. [6]

**Level 1 (0–3 marks)**

The candidate lists types of training; *on the job training; off the job training. Induction training; continuing professional development.*

**Level 2 (4–6 marks)**

The candidate explains each of the types of training. Training at workplace usually whilst doing job; external training at college or training centre; introduction to organisation and its procedures; on-going life long learning.

- (c) Describe how the nature of work contributes to motivation at MANOIL. [10]

**Level 1 (0–4 marks)**

The candidate will list working conditions, job satisfaction, promotion, working relationships, levels of responsibility. Or quote 'Motivation has not been a problem for MANOIL as all of the employees are old friends'. An exact quote is worth 4 marks.

**Level 2 (5–8 marks)**

The candidate will explain each of the motivational factors; *Employees have a pleasant work environment; enjoy the job satisfaction of a job well done; colleagues are all old classmates; freedom to work on their own and responsibility given to them by managers.* Answers at the top of the band will link the motivational factors to theorists such as Herzberg and McGregor.

**Level 3 (9–10 marks)**

The candidate will produce a level 2 answer but will identify how the methods can also demotivate staff.

[Total: 20]