

Cambridge Technicals Business

Unit 9: Human Resources

Level 3 Cambridge Technical in Business
05878

Mark Scheme for June 2022

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

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

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MARKING INSTRUCTIONS

PREPARATION FOR MARKING

TRADITIONAL

Before the Standardisation meeting you must mark at least 10 scripts from several centres. For this preliminary marking you should use **pencil** and follow the **mark scheme**. Bring these **marked scripts** to the meeting.

MARKING

1. Mark strictly to the mark scheme.
2. Marks awarded must relate directly to the marking criteria.
3. The schedule of dates is very important. It is essential that you meet the traditional 40% Batch 1 and 100% Batch 2 deadlines. If you experience problems, you must contact your Team Leader (Supervisor) without delay.
4. If you are in any doubt about applying the mark scheme, consult your Team Leader by telephone or by email.

5. **Crossed Out Responses**

Where a candidate has crossed out a response and provided a clear alternative then the crossed out response is not marked. Where no alternative response has been provided, examiners must give candidates the benefit of the doubt and mark the crossed out response where legible.

Multiple Choice Question Responses

When a multiple choice question has only a single, correct response and a candidate provides two responses (even if one of these responses is correct), then zero should be awarded (as it is not possible to determine which was the first response selected by the candidate).

When a question requires candidates to select more than one option/multiple options, then local marking arrangements need to ensure consistency of approach.

Contradictory Responses

When a candidate provides contradictory responses, then no mark should be awarded, even if one of the answers is correct.

Short Answer Questions (requiring only a list by way of a response, usually worth only **one mark per response**)

Where candidates are required to provide a set number of short answer responses then only the set number of responses should be marked. The response space should be marked from left to right on each line and then line by line until the required number of responses have been considered. The remaining responses should not then be marked. Examiners will have to apply judgement as to whether a 'second response' on a line is a development of the 'first response', rather than a separate, discrete response. (The underlying assumption is that the candidate is attempting to hedge their bets and therefore getting undue benefit rather than engaging with the question and giving the most relevant/correct responses.)

Short Answer Questions (requiring a more developed response, worth **two or more marks**)

If the candidates are required to provide a description of, say, three items or factors and four items or factors are provided, then mark on a similar basis – that is downwards (as it is unlikely in this situation that a candidate will provide more than one response in each section of the response space.)

Longer Answer Questions (requiring a developed response)

Where candidates have provided two (or more) responses to a medium or high tariff question which only required a single (developed) response and not crossed out the first response, then only the first response should be marked. Examiners will need to apply professional judgement as to whether the second (or a subsequent) response is a 'new start' or simply a poorly expressed continuation of the first response.

6. Always check the pages at the end of the response (and any additional lined pages if present) in case any answers have been continued there. If the candidate has continued an answer there then add an annotation to confirm that the work has been seen.
7. Assistant Examiners may email a brief report on the performance of candidates to your Team Leader (Supervisor) by the end of the marking period. Your report should contain notes on particular strength displayed as well as common errors or weaknesses. Constructive criticism of the question paper/mark scheme is also appreciated.

8. Annotations

Annotation	Meaning
Tick	Valid point, mark awarded
Cross	Incorrect
Question mark	Response unclear
BOD	Benefit of doubt (mark awarded)
TV	Too vague (mark not awarded)
REP	Repetition (no additional marks awarded)
NAQ	Not answered question (incorrect focus)
L1	Level 1 response (identification)
L2	Level 2 response (explanation)
L3	Level 3 response (analysis)
L4	Level 4 response (evaluation)
CONT	Context (required for high L4 award only)

9. Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required before L4 can be accessed.

Question		Answer	Marks	Guidance
1	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • business growth • diversification into new sectors • employee skill sets • finance available from <u>internal</u> sources • labour turnover rates • restructuring • retirement rates <p>Exemplar response: Employee skill sets (1) will affect human resource planning. <i>Surecan plc</i> are investing in new machinery (CONT) so they need to recruit an engineer to maintain the machinery (1+1).</p> <p>Labour turnover (1) will affect it because a recruitment process will need to be planned (1).</p>	2 x 3 marks	<p>In each instance award:</p> <p>One mark for each correct identification PLUS Two marks for contextual explanation OR One mark for non-contextual explanation</p> <p>For context look for manufacturer, drinks, cans, engineer, machinery, production, company, Fizzy plc, <u>external</u> recruitment, etc. Annotate CONT where seen.</p> <p>Explanation = how it will impact human resources planning.</p> <p>Explanation can be the same for both factors but the factor must be different.</p> <p>Do not award vague explanation e.g. more employees will be needed, find more employees. Explanation must clearly relate to a human resource responsibility.</p>

Question	Answer	Marks	Guidance
(b)	<p>Responses include:</p> <p>Surecan plc examples:</p> <ul style="list-style-type: none"> • provide <u>H&S</u> training (during induction) • provide ear protectors • <u>office</u> furniture provided with comfort and well-being in mind • good lighting <u>in the offices</u>/good lighting provided for <u>office</u> employees • air conditioning <u>in the offices</u>/air conditioning provided for <u>office</u> employees <p>Exemplar response:</p> <p><u>Compliance</u> - <i>Surecan plc</i> gives operatives ear protectors (1). Legislation requires employers to provide safety equipment (1) and these ear protectors reduce the likelihood of hearing damage (1).</p> <p><u>Relevant legislation</u> - <i>Surecan plc</i> provides ear protectors (1) because the factory is noisy (1). This is required due to the Personal Protective Equipment at Work Regulations (1).</p>	3	<p>Award:</p> <p>One mark for a specific example from the text PLUS</p> <p>One mark for further development</p> <p>One mark for how this complies with H&S legislation or correct identification of the relevant H&S legislation</p> <p>NB. Example must be something that <i>Surecan plc</i> currently do rather than something that they could do. If not a current example, annotate NAQ.</p>

Question		Answer	Marks	Guidance
2	(a)	<p><u>Number of cans produced (during September 2021)</u> Number of factory operatives</p> <p>= $\frac{78 \text{ million}}{80}$</p> <p>Answer = 975 000 cans</p>	3	<p>Up to three marks.</p> <p>Award full marks for 975 000 cans (in words or figures).</p> <p>Else award: two marks for 975 000 (in words or figures). OR maximum one mark for correct formula (in words or figures).</p>
	(b)	<p><u>Number of cans not meeting the quality standard</u> x 100 Number of cans produced</p> <p>= $\frac{1.5 \text{ million}}{78 \text{ million}} \times 100$</p> <p>Answer = 1.9% (also 1.92%)</p>	3	<p>Up to three marks.</p> <p>Award full marks for the correct answer, including the % sign.</p> <p>Else award: two marks for the correct answer, with no % sign OR maximum one mark for correct formula (in words or figures).</p>
3	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • better pay/increase in salary/pay extra/pay rise • bonuses • <u>fringe</u> benefits (1) e.g. gift cards/vouchers/free lunch/company car/work phone/health insurance/employee discount • maternity/paternity schemes/benefits • performance related pay • profit sharing 	2 x 2 marks	<p>In each instance award:</p> <p>One mark for each correct identification of a monetary reward</p> <p>PLUS</p> <p>One mark for a <u>description</u> of the monetary reward</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • workplace creche • (workplace) pension scheme <p>Exemplar response: They could provide performance related pay (1). This would include setting productivity targets and then paying them extra if they meet the targets (1).</p>		<p>Do not award maternity/paternity leave unless the candidate states this is greater than the legal requirement.</p> <p>Do not award holiday pay, paid holidays or similar.</p>
(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • additional/longer breaks • delegation • empowerment • <u>extra/additional</u> holidays/days off • factory/office car park • flexible working • improved working environment • job enlargement • job enrichment • job rotation • non-financial rewards e.g. employee of the month • praise/<u>good</u> recognition • promotion (opportunities) • team building activities • training/development (opportunities) • works outing/social event <p>Exemplar response: They could offer job rotation (1) so if there are different roles on the production line, operatives could move from one to the other (1).</p>	2 x 2 marks	<p>In each instance award:</p> <p>One mark for each correct identification of a non-monetary reward</p> <p>PLUS</p> <p>One mark for a <u>description</u> of the non-monetary reward</p> <p>Do not award:</p> <ul style="list-style-type: none"> • team working • <u>safe</u> working environment. • more responsibility (or similar) as the 1st mark. Annotate TV. • free parking. Annotate TV. • description that repeats the term e.g. job rotation is where operatives rotate around different jobs

Question		Answer	Marks	Guidance
4	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • better flow of information/better communication <u>between the employees and the management</u> • employees being represented/have a voice • employees can put forward/have a place to go with opinions/concerns/ideas/issues • employees may be consulted by <i>Surecan plc</i> during decision making <p>Exemplar response:</p> <p>Employees represent the workforce in meetings with managers (1) so the production operatives (CONT) will feel more valued (1+1).</p> <p>Employees represent the workforce in meetings with managers (1) so the other employees will feel more valued (1).</p>	3	<p>Award:</p> <p>One mark for knowledge of a works council PLUS</p> <p>Two marks for a contextual reason why having a works council will improve employee engagement. Annotate CONT. OR</p> <p>One mark for a non-contextual reason why having a works council will improve employee engagement</p> <p>Reason must be an employee response i.e. a feeling e.g. <u>feel</u> more valued, <u>feel</u> more motivated, etc. Do not award feel 'more engaged'.</p> <p>For context award manufacture, manufacturer, shift, machinery, engineer, drink, cans, Wales, production, operatives, factory, company, conveyor.</p> <p>Do not award 'matter' (or similar). Annotate TV. Must be specific e.g. opinion, concern, idea, issue, etc.</p>

Question	Answer	Marks	Guidance
(b)	<p>Responses include:</p> <ul style="list-style-type: none"> • can act as a mediator • offer financial advice/services • offer <u>legal advice</u> • offer discounts (on products and services) e.g. insurance • offer training opportunities • accompany employees to disciplinary/grievance meetings • discuss employee concerns/grievances/issues with employers • discuss major changes in the workplace on the employees' behalf • negotiate agreements with employers regarding pay • negotiate agreements with employers regarding conditions <p>Exemplar response: A trade union representative will accompany operatives (CONT) to a disciplinary meeting (1+1).</p> <p>A trade union representative will accompany employees to a disciplinary meeting (1).</p>	3 x 2 marks	<p>In each instance, award:</p> <p>Two marks for a contextual role/service of a trade union or benefit to the employee of being a trade union member</p> <p>OR</p> <p>One mark for a non-contextual role/function/service of a trade union or benefit to the employee of being a trade union member</p> <p>NB. Conditions (final bullet) relates to hours of work, leave, etc not working conditions.</p> <p>For context look for manufacture, drink, cans, Wales, factory, company, line, Fizzy plc etc.</p> <p>Do not award production or operative as context.</p>

Question	Answer	Marks	Guidance
(c)	<p>Benefits (indicative):</p> <ul style="list-style-type: none"> • specific • measurable • achievable • realistic • timely <p>Drawbacks <u>to the business</u> include:</p> <ul style="list-style-type: none"> • employee productivity may fall (if they worry about being closely monitored) • incorrect focus for all employees involved in the performance management process e.g. focus on achieving results rather than other aspects of their work • setting SMART targets is time consuming/takes time <p>Exemplar response:</p> <p><u>Contextual benefit</u> – SMART targets are measurable (1) which means that a manager can easily see whether an employee has met them or not (1). This could include reducing the number of cans (CONT) failing a quality test (1).</p> <p><u>Non-contextual benefit</u> – SMART targets are timely (1) so the manager knows when to check if they've been met (1).</p> <p><u>Contextual drawback</u> – It is time consuming to write SMART targets (1) so the factory (CONT) manager might not be able to monitor the production line whilst writing the targets (1+1).</p> <p><u>Non-contextual drawback</u> – Focus may be on whether targets are met (1) which means that the quality of the products might suffer (1).</p>	2 x 3 marks	<p>In each instance award:</p> <p>One mark for identification</p> <p>PLUS</p> <p>Two marks for a contextual explanation</p> <p>OR</p> <p>One mark for a non-contextual explanation</p> <p>Benefits – the bulleted terms must be seen in relation to SMART targets to award.</p> <p>For context look for manufacture, drink, cans, Wales, production, operatives, factory, company, production line, etc.</p>

Question	Answer	Marks	Guidance
5	<p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • bullying/harassment/discrimination • inadequately trained/inexperienced management/lack of leadership/poor management • management styles (1) e.g. different, inappropriate, etc • lack of promotion opportunities/managers are recruited externally • lack of equal opportunities • lack of training and development <u>opportunities</u> • lack of training <u>provided</u> • <u>lack of/poor/difficult/infrequent</u> communication/ miscommunication • productivity is closely monitored • employees are closely monitored/MD walks around the factory • recruitment choices • rigidity of the shifts • unclear job roles • unfair treatment • working conditions/environment i.e. noisy • working conditions/environment is better in the offices (1) i.e. air conditioning, good lighting, new furniture, adjustable furniture • work-life balance (1) e.g. can't attend school parents' evenings 	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates possible causes of conflict at <i>Surecan plc</i>.</p> <p>Level 3 (9 – 12 marks) Candidate analyses possible cause(s) of conflict.</p> <p>Level 2 (5 – 8 marks) Candidate explains possible cause(s) of conflict.</p> <p>Level 1 (1– 4 marks) Candidate identifies possible cause(s) of conflict.</p> <p>L1 – award 1 mark for each possible cause identified. Cause does not have to be relevant to <i>Surecan plc</i>.</p> <p>L2 – any development of the cause(s), including potential <u>negative</u> employee response e.g. <u>feel</u> unhappy, demotivated, disengaged, upset etc, or a relevant contextual example or explanation why the factor might cause conflict.</p> <p>L3 – a negative impact on the business of the L1 cause(s) or the L2 development. Must be a link between L1/L2 and L3 impact.</p> <p>L4 – an overall judgement of the most significant/likely/important/worst cause of conflict. Award 13 marks for a reasoned non-contextual judgement.</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response:</p> <p>Operatives aren't allowed to change their shifts (L1). This will cause resentment against the managers (L2). This resentment is likely to result in reduced productivity (L3).</p> <p>The business recruits all managers externally (L1). This might demotivate employees wanting promotion (L2) which might lead to lower quality cans being made (L3).</p> <p>Overall, the most likely cause is the operatives not being able to change shifts. This is because it is likely that all of the operatives will have some event during the year that they feel they are missing out on which will lower their motivation. Managers may only be recruited every few years so this won't have such an on-going impact on the quality or quantity of cans (CONT) produced (L4).</p>		<p>Award 14 marks for a reasoned non-contextual judgement that also gives the rationale for rejecting an alternative cause.</p> <p>Award 15 marks for reasoned contextual judgment.</p> <p>Award 16 marks for reasoned contextual judgement that also gives the rationale for rejecting an alternative.</p> <p>For context look for manufacture, drink, cans, Wales, production, operatives, factory, company, production line, etc. Annotate CONT where seen (L4).</p> <p>L3 link example: Office workers have better lighting (L1) so productivity in the factory will fall. L3 not awarded as no clear link between L1 and L3.</p>
6 (a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • to avoid wasting money/save <u>unnecessary</u> cost • to avoid wasting time • managers are a higher status/more senior/superior <p>Exemplar response:</p> <p>To avoid wasting money (1) because the recruitment process is costly (+1).</p> <p>To avoid wasting time (1) because the recruitment process can be lengthy (+1).</p> <p>Managers are more senior (1) so they have the authority to <u>make decisions</u> (+1).</p>	2	Award one mark for correct identification of a reason, plus a further one mark for explanation.

Question	Answer	Marks	Guidance
(b)	<p>Use levels of response criteria:</p> <p>Features of the proposed process (indicative):</p> <ul style="list-style-type: none"> • skills audit/identifying skills of current employees • advertising <u>in a trade magazine</u> • applicants to send a CV • shortlisting • face-to-face interview • one-to-one interview • one interview • interview is with the Managing director • take-up references • offer role via telephone <p>Missing features/improvements:</p> <ul style="list-style-type: none"> • no mention of producing a job description • no mention of producing a person specification • no mention of producing a job advert • could be advertised in other locations e.g. online jobsite, job centre, own website • could use an application form • could ask for a covering letter/personal statement • could use tests as part of the application process • could use tests/tasks as part of interview process • does not include how unsuccessful candidates will be contacted/ when they will be contacted • contract of employment needs producing • no probationary period 	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates the suitability of the recruitment and selection process for the Maintenance Engineer role.</p> <p>Level 3 (9 – 12 marks) Candidate analyses aspect(s) of recruitment and selection process for the Maintenance Engineer role.</p> <p>Level 2 (5 – 8 marks) Candidate explains aspect(s) of the recruitment and selection process for the Maintenance Engineer role.</p> <p>Level 1 (1-4 marks) Candidate identifies aspect(s) of the recruitment and selection process for the Maintenance Engineer role.</p> <p>L1 – knowledge of features of the recruitment and selection process. Award identification of <u>specific</u> features that are included and features that are missing/not included/need to be improved.</p> <p>L2 – any development of L1 feature(s) identified.</p> <p>L3 – a benefit/drawback to the business <u>of the L1 feature</u>. Must be a clear link between L1 and L3.</p>

Question		Answer	Marks	Guidance
		<p>Exemplar response:</p> <p>They are planning to complete a skills audit (L1), however it may waste time because an existing member of staff is unlikely to have the skills to operate the new machine (L3).</p> <p>There are no tests or tasks included (L1). Someone might say they have relevant experience but if <i>Surecan plc</i> don't test them, they may offer the role to someone without the required skills (L2) who wouldn't be able to do the job accurately (L3).</p> <p>The current process will not enable them to recruit the best person for the role because it doesn't include a practical test. A practical test is needed as otherwise they are relying on the candidate telling them the truth about their ability to fix the machinery (CONT) (L4).</p>		<p>L4 – an overall judgement of whether the recruitment and selection process is suitable for this role or will enable the best person to be recruited/selected based on <u>previous</u> analysis.</p> <p>Award 13 marks for a sound, reasoned non-contextual judgement.</p> <p>Award 14 marks for a strong, reasoned non-contextual judgement.</p> <p>Award 15 marks for sound, reasoned contextual judgement.</p> <p>Award 16 marks for strong, reasoned contextual judgement.</p> <p>For context look for manufacture, drink, cans, Wales, production, operatives, factory, company, production line, etc. Annotate CONT where seen (L4).</p> <p>L3. Do not award a task being made 'easier', 'quicker' or 'faster' as a benefit to the business.</p> <p>L4. Do not award an improvement as the justification.</p>
7	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • conferences • online training/course • simulation exercise • training <u>course</u> • training videos/DVDs/presentations • webinar 	2 x 2 marks	<p>In each instance award:</p> <p>One mark for correct identification</p> <p>PLUS</p> <p>One mark for description</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response:</p> <p>Operatives could watch a training DVD (1) on their laptop at home (1).</p>		<p>Do not award description that repeats the term e.g. simulation exercises are where employees carry out a simulation of a task.</p>
(b)	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • analysing customer complaints • carrying out quality checks • conducting employee surveys/observation of employees /monitoring practical performance • gathering customer feedback • gathering employee (own) feedback • gathering feedback from peers/colleagues • performance calculations e.g. productivity ratio, product wastage • monitoring production rates • testing the employee (1) e.g. practical tests/simulations <p>Exemplar response:</p> <p><i>Surecan plc</i> could calculate their productivity rate (L1) before and after the training (L2). They should have the data available and it would be quick to calculate therefore not waste time (L3).</p> <p>They could ask for employee feedback (L1). This could be an online survey (L2). However, this method would be labour intensive and in the short-term reduce their productivity (L3).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8 marks) Candidate evaluates methods which <i>Surecan plc</i> could use to measure the effectiveness of its training.</p> <p>Level 3 (5 – 6 marks) Candidate analyses method(s) that could be used to measure the effectiveness of training.</p> <p>Level 2 (3 – 4 marks) Candidate explains method(s) that could be used to measure the effectiveness of training.</p> <p>Level 1 (1 – 2 marks) Candidate identifies method(s) that could be used to measure the effectiveness of training.</p> <p>L1 – identification of relevant method(s).</p> <p>L2 – development of the L1 method(s) e.g. a description of the method or explanation of how it will show the effectiveness of the training.</p> <p>L3 – benefit/drawback of using the method(s) <u>on <i>Surecan plc</i></u> e.g. impact on cost, impact on</p>

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	<p>They should ask the employees for feedback. If the number of cans (CONT) being produced increases this could be due to the new machinery rather than the training but employees themselves will know how confident they feel using the machinery so this is a better test of how successful the training has been (L4).</p>		<p>productivity, impact on employee/manager time, causes conflict, etc</p> <p>L4 – an overall justified decision of which is the best/most appropriate method. Award 7 marks for non-contextual reasoning. Award 8 marks for contextual reasoning.</p> <p>For context look for manufacture, drink, cans, Wales, factory, company, production line, etc. Annotate CONT where seen (L4).</p> <p>Do not award production or operative as context.</p>

Question	Answer	Marks	Guidance
(c)	<p>Responses include:</p> <ul style="list-style-type: none"> • fewer accidents/less risk of injury • greater output • having employees familiar with advances in technology • improved efficiency • improved motivation/engagement • improved productivity/more productive • improved quality/less mistakes • improved employee retention/loyalty • job rotation becomes an option • less wastage • pool of operatives to 'step in' e.g. if another operative is ill, on holiday, leaves, etc/more skilled employees <p>Exemplar response:</p> <p>Motivation of the operatives will improve (1) because they feel that the business is investing in them (1). This would lead to an increase in productivity (1).</p>	2 x 3 marks	<p>In each instance award:</p> <p>One mark for identification of a benefit to the business (not employees, customers, etc)</p> <p>PLUS</p> <p>One mark for any development of the benefit</p> <p>One mark for a business-facing impact of the benefit.</p> <p>Do not award improved reputation/image/better reviews, etc as the first mark.</p> <p>Development can be an employee response.</p>

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