

Version AR/4

EGT2
ENGINEERING TRIPOS PART IIA

Wednesday 30 April 2014 2.00 to 3.30

Module 3E5

HUMAN RESOURCE MANAGEMENT

*Answer not more than **two** questions.*

All questions carry the same number of marks.

*The **approximate** percentage of marks allocated to each part of a question is indicated in the right margin.*

*Write your number **not** your name on the cover sheet.*

STATIONERY REQUIREMENTS

Single-sided script paper

You may not start to read the questions printed on the subsequent page of this question paper until instructed to do so.

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- 1 (a) Define vertical and horizontal alignment of HR practices. Provide one example for each. [10%]
- (b) If organisations pursue a committed expert strategy, which personnel selection tools would be more, and which would be less, relevant for them in order to assess the fit of job candidates? [30%]
- (c) Organisations pursuing a loyal soldier strategy should design jobs with low levels of autonomy. Discuss the validity of this statement. [30%]
- (d) Organisations pursuing a bargain labourer strategy should use idealistic messaging to recruit new hires. Discuss the validity of this statement. [30%]
- 2 (a) Describe the three aspects of performance that comprise the General Performance Factor. Provide one example for each aspect. Explain their differences. [30%]
- (b) Describe four different rating errors that may bias performance evaluations. Provide one example for each error. [30%]
- (c) How can these rating errors be remedied? [40%]
- 3 (a) What are the benefits and drawbacks of cognitive ability testing? [20%]
- (b) An interview conducted by an experienced manager is a suitable tool for personnel selection. Discuss the validity of this statement. [40%]
- (c) How can managers combine information from various personnel selection tools in order to make final selection decisions? Illustrate your answer with examples. [40%]

END OF PAPER