

Tuesday 27 April 2004    9 to 12

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PAPER P5

HUMAN RESOURCES

*Answer not more than **four** questions of which not more than **two** may be taken from each section A and B.*

*Answers to sections A and B must appear in two separate booklets.*

*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.*

*There are no attachments.*

**You may not start to read the questions printed on the subsequent pages of this question paper until instructed that you may do so by the Invigilator**

**SECTION A**

1 Bureaucracy theory, scientific management and human relations theory are all classical perspectives on Organisational behaviour.

Choose *any two* of these perspectives and discuss their relevance to today's organisations.

[100%]

2 Imagine you are the leader of a small group in an organisation. Drawing on theories of motivation and concepts associated with groups in organisations:

(a) Describe some problems that the group might encounter. [50%]

(b) Discuss how you might attempt to overcome these problems. [50%]

3 Many contemporary management theories are criticised for being fads and fashions that have a short life-span and little effectiveness in organisations.

Discuss the validity of such criticisms with reference to the topic of organisational culture.

[100%]

4 Assess the contribution of *one or more* of the critical perspectives (labour process analysis, post-structuralist analysis and feminist analysis) to the development of Organisational Behaviour. [100%]

**SECTION B**

5 The design and management of reward systems are a major policy area of Human Resource Management (HRM).

Why is there such a contradiction in this policy area between the promise of theory and the reality of implementation? [100%]

6 (a) Describe what is meant by the 'European Social Model'. [30%]

(b) Discuss the impact of HRM on the 'European Social Model'. [70%]

7 Discuss the view that there is a link between technological developments and the move towards a 'self-service economy' in the advanced industrialised societies. [100%]

8 Critically evaluate the implications of globalisation on industrial relations in the UK. [100%]

**END OF PAPER**