

MANUFACTURING ENGINEERING TRIPOS PART I

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Thursday 30 April 2009 9.00 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.*

STATIONERY REQUIREMENTS

20 page answer booklet x 2

Rough work pad

SPECIAL REQUIREMENTS

Engineering Data Book

CUED approved calculator allowed

**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

Answer **two** questions from this section.

1 Scientific management is less relevant in today's organisations than human relations theory. Discuss. [100%]

2 Herzberg famously remarked that "If you want someone to do a good job, then give them a good job to do". What are the implications of this statement for *process* and *content* theories of motivation? [100%]

3 "Contemporary management theories are merely fads". Assess the validity of this statement and discuss the implications of your conclusion for contemporary management theory and practice. [100%]

4 What are the similarities and differences between labour process and post-structuralist theories of organizational behaviour? Using the theory that you believe applies best, conduct a critical analysis of the working practices of Google Inc. [100%]

## SECTION B

Answer **two** questions from this section.

- 5 (a) What do you understand by the term *Human Resource Management (HRM)*? [30%]
- (b) What criticisms can be made of HRM, both in theory and practice? [70%]
- 6 (a) Distinguish between *indirect participation* and *direct participation*. [10%]
- (b) How do these two forms of participation appear in the Swedish industrial relations system? [50%]
- (c) Describe the types of companies in Western Europe in which strong forms of *direct participation* are most likely to exist.
- 7 (a) What impact do computerisation and advances in telecommunications have on products and production in manufacturing organisations? [50%]
- (b) Discuss the implications of these new technologies for the future of work. [50%]
- 8 “Globalisation has implications for many occupations in Western countries but there are some occupations that are relatively unaffected”. Assess the validity of this statement and discuss the implications. [100%]

**END OF PAPER**