

YEAR	TRIPOS	PAPER NO. & TITLE	NAME OF AUTHOR
2016	Engineering Tripos Part IIA	3E5 HUMAN RESOURCE MANAGEMENT	Andreas Richter

- 1 (a) Describe four different incentives that constitute at-risk compensation. [20%]
- Various incentives may be described here, such as commissions, individual and team bonuses.
 - Students should provide an accurate description of four different incentives of their choice.
- (b) “Piece-rate incentives are effective.” Discuss. [40%]
- Various pros and cons of piece-rate incentives can be discussed here.
 - Better essays will present a thorough discussion that includes several of these pros and cons, as well as arrive at an informed conclusion re the effectiveness of piece-rate incentives.
 - This discussion may integrate pros and cons of piece-rate incentives as presented in class and course book, as well as relevant motivation theories.
 - Even better essays will further expand and, for instance, consider the effectiveness of piece-rate incentives as a function of the four generic HR strategies that an organization may pursue.
- (c) Compare and contrast the pros and cons of team versus individual incentives. [40%]
- Arguments for individual and team incentives have been presented and discussed in isolation in class. Students are now requested to compare and contrast the pros and cons of either with each other.
 - Better essays will present a thorough discussion that considers the different types of individual and team incentives.
 - Better essays will also consider the role of the four generic HR strategies in their discussion.
- 2 (a) Explain the Job Characteristics Model. What can managers do to increase the model’s core job dimensions? Corroborate your answer with examples. [30%]

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- Students are requested to correctly explain the Job Characteristics Model. This includes describing the different job characteristics, critical psychological states, and outcomes.
 - Examples on how to increase the model's core job dimension may include the practices of organizations such as Google.
 - Better essays will correctly explain the Job Characteristics Model, as well as present a number of alternatives on how to increase the model's core job dimensions.
- (b) What are Self-determination Theory's predictions about how to foster self-determined behavior? Corroborate your answer with examples. [30%]
- Autonomy, competence, relatedness, and self-concordance are key elements proposed by self-determination theory to foster self-determined behavior.
 - Better essays will correctly explain these elements, and corroborate their answers with telling examples.
- (c) "Goal setting is a highly effective motivation technique." Discuss. [40%]
- All else being equal, goal setting is indeed a highly effective motivation technique. But its effectiveness depends on a number of factors as outlined by goal setting theory, for instance goal specificity and difficulty. Better answers may stretch even further and discuss further contingencies such as culture.
 - Better essays will present a thorough discussion on effective and ineffective goal setting.
- 3 (a) Describe visible and hidden training costs. What can organizations do to minimize them? [30%]
- The various visible and hidden costs related to training need to be described.
 - Better students will correctly describe a number of training costs, as well as come up with a number of good suggestions on how to minimize them.
- (b) Compare and contrast the traditional with the rapid model of instructional design. For what purposes should managers employ each of them? [30%]
- The traditional model differs from the rapid model mainly with respect to a number of points, including its sequential and circular nature, its needs assessment, and its purpose.

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- Better students will correctly outline the differences between both models, identify a number of purposes for which managers may employ each, and will present answers that stretch beyond mere repetition of class materials.
- (c) Compare and contrast four different training methods with respect to training objectives, costs, and likelihood of transfer. [40%]
- A number of different training methods and their differences were presented in both course book and lecture. Students are requested to compare and contrast four of them.
 - Better students will correctly describe and discuss four different training methods, and will present answers that stretch beyond mere repetition of class materials.

END OF PAPER