

3E5 Exam Guidance for marking: 2005

Q.1 This question should be answered critically and arguments should be made both for and against. It is not enough to simply recite David Guest's typology of the differences between the two but arguments should also be made to the contrary, particularly setting out the views of Karen Legge. A good student would not only be familiar with the literature on both sides of the argument but also would be able to offer arguments of his/her own.

Q.2 This is a straightforward question requiring knowledge of the literature, in particular the debate in the *British Journal of Industrial Relations* between Hassel, who argues that the German Model is declining, and Klikauer, who believes that the Model is very stable. Each author uses different criteria in advancing their argument. Students who offer a first class answer will not only be familiar with the writings of each author but will also be able to offer a well-argued conclusion of their own.

Q.3 The first part of the question requires students to generally outline the principles of 'Taylorism' i.e. deskilling, job fragmentation, task specification, routinisation and the transfer of decision-making and discretion in jobs to management. Until around 30 years ago Taylorism was confined to manufacturing and the office environment was immune from Taylorism, as office technology was slow to develop. However, Taylorism has now finally pushed open the doors to the office and the call centre is a good example of the introduction of Taylorism and how it has been facilitated by the fusion of telecommunications and computerisation. The third part of the question requires an understanding of how structural factors are important in determining the degree to which Taylorism is introduced, i.e. the size of workplace, the industrial sector concerned and the speciality of the workplace.

Q.4 I would expect students to draw on the work of Klein ('No Logo') in her study of the way MNCs have used the branding in their marketing of products as a means of enhancing profits and shifting production to Free Trade Zones in under-developed countries. This has had major implications for labour both in the West and in the under-developed countries in the Far East, India, South America and Africa. Students might also comment on the fact that although globalisation has led to convergence in skills and management practices it has not produced an accompanying convergence in wealth and income.

PART IIA 2005

3E5: Human resource management

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Datasheet: None