

ENGINEERING TRIPOS PART IIA

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Friday 4 May 2007 9 to 10.30

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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.*

*There are no attachments.*

STATIONERY REQUIREMENTS

Single-sided script paper

SPECIAL REQUIREMENTS

None

**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**

(TURN OVER)

- 1 'On its own, Human Resource Management (HRM) with its individualistic overtones is inadequate as a recipe for organizational success. To be effective, it has to be balanced with a collectivist policy of recognizing the independent representation of employees by a trade union.' Discuss. [100%]
- 2 (a) What are the features of the traditional Japanese Model of Industrial Relations? [40%]  
(b) Discuss the view that the traditional Japanese Model is in decline? [60%]
3. Jeremy Rifkin (1996) claimed that we are now entering a new period of history where the twin forces of globalization and automation will lead to the replacement of human labour by machines. He foresees 'the end of work'. Discuss. [100%]
4. 'Global capitalism will eventually eclipse the power of the nation state.' Discuss. [100%]

**END OF PAPER**