

ENGINEERING TRIPOS PART IIA

Monday 23 April 2012

2.30 to 4

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

- 1 (a) Describe three incentives that form part of at-risk compensation. [20%]
- (b) Discuss the benefits and drawbacks of these three incentives. [50%]
- (c) How do these three incentives fit with the four common human resource strategies? [30%]
- 2 (a) Describe both the Big 5 personality test and the Myers-Briggs Type Indicator (MBTI). [20%]
- (b) Evaluate both instruments with respect to their validity, reliability, utility, and fairness. [40%]
- (c) Discuss the benefits and drawbacks of personality inventories for different application areas. [40%]
- 3 (a) Describe three different job analysis methods. What are the differences between them? [30%]
- (b) Describe the four approaches to job design. What are the differences between them? [40%]
- (c) Under which conditions would you advise managers to design jobs with low levels of autonomy? Discuss. [30%]
- 4 (a) Describe in detail four common problems of performance measurement. [50%]
- (b) How can these problems be remedied? [20%]
- (c) Discuss the benefits and drawbacks of absolute and relative performance rating formats. [30%]

END OF PAPER