ENGINEERING TRIPOS PART IIA

Friday 3rd May 2013   9.30 to 11.00

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   SPECIAL REQUIREMENTS
Single-sided script paper   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

AR/Final Version

1   (a)   Describe the universalistic approach to HR strategy. Provide an example of HR practices that a company pursuing the universalistic approach would employ.   [20%]

(b)   Describe the contingency approach to HR strategy. How does it differ from the universalistic approach?   [30%]

(c)   Are organizations with HR practices that fit their competitive business strategy always more effective? Illustrate your answer with two examples.   [50%]

2   (a)   Describe the four approaches to job design. Provide one example for each of the four approaches. Explain their differences.   [30%]

(b)   How should managers combine autonomy and interdependence in designing jobs?   [20%]

(c)   How does competency modelling differ from more traditional forms of job analysis? Is competency modelling superior or inferior?   [20%]

(d)   For which purposes can organisations use competency modelling? Illustrate your answer with examples.   [30%]

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3 (a) Describe idealistic and realistic messaging in the context of recruiting. Provide one example for each. [20%]

(b) A company may have an internal or an external labour orientation. Describe the problems that may occur if idealistic and realistic messaging do not fit with a company's labour orientation. [40%]

(c) Personality inventories are suitable tools for personnel selection. Discuss. [40%]

4 (a) Describe the different components of proactive training needs assessment. Provide examples for each component. [40%]

(b) Describe three different training methods and discuss their advantages and disadvantages. [30%]

(c) Describe the Solomon design as a means to evaluate a particular training programme. What are the advantages and disadvantages of this design? [30%]

END OF PAPER

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