

Version AR/Final

EGT2
ENGINEERING TRIPOS PART IIA

Tuesday 28 April 2015 14 to 15.30

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.*

*Write your candidate number **not** your name on the cover sheet.*

STATIONERY REQUIREMENTS

Single-sided script paper

10 minutes reading time is allowed for this paper.

You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.

- 1 (a) Explain five criteria that can be used to assess the effectiveness of personnel selection tools. Provide one example for each. [20%]
- (b) Describe four different approaches of combining different personnel selection tools in order to arrive at a selection decision. Discuss the suitability of each. How might HR managers combine two or more of these approaches meaningfully? [40%]
- (c) Due to their low validity, personality tests are of little use to organisations. Discuss. [40%]
- 2 (a) Describe the different components of the general performance factor. Explain their differences. Discuss how important it is for managers to assess their employees on each component. [40%]
- (b) How should managers give performance feedback, and what should they avoid doing? [30%]
- (c) Jack Welch introduced differentiation in the form of “the case for 20-70-10” at General Electric. Discuss the pros and cons of this approach to performance measurement. [30%]
- 3 (a) Describe three pay-level strategies that organisations can use to determine compensation levels. Discuss how each of them fits with the four generic HR strategies. [30%]
- (b) Describe three discretionary benefits of your choice. Discuss, based on motivation theories and frameworks, how motivating each of them might be to employees. [40%]
- (c) Whereas uniform compensation dampens employee productivity, variable compensation dampens employee morale. Discuss. [30%]

END OF PAPER

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