

Version AR/2

EGT2
ENGINEERING TRIPOS PART IIA

Thursday 04 May 2017 09.30 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.*

*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.

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- 1 (a) Describe structured and unstructured interviews for use in personnel selection, and explain the differences between the two. [20%]
- (b) Evaluate structured and unstructured interviews with respect to validity, reliability, utility and fairness. [40%]
- (c) For which purposes should organisations use the Big 5 and the MBTI? [40%]
- 2 (a) Explain Goal Setting Theory. How should managers implement goal setting? Corroborate your answer with two examples. [30%]
- (b) What are the shortcomings of Goal Setting Theory? How could other motivation theories be used to overcome these shortcomings? Explain your answer. [30%]
- (c) “Expectancy Theory is important for designing financial incentives.” Discuss. [40%]
- 3 (a) What are the components of employee performance? Illustrate your answer with one example for each component. [20%]
- (b) Explain contamination and deficiency in the context of performance measurement. How can managers minimise both? [30%]
- (c) Briefly describe four common problems with performance measures. How are rater errors different from rater biases? Select five common rater errors, describe them, and explain how they might affect the accuracy of performance ratings negatively. What can managers do to overcome them? [50%]

END OF PAPER