

MANAGEMENT AND ORGANIZATION

2254: HRM

March 7th, 2015

Examiner: Hannele Seeck

Max points: 50p

Points needed to pass: 25p

Time: 4h

Please answer **all questions** below in **clear handwriting**. Structure your answers clearly, underlining key points. Concise answers where you clearly highlight key points are preferred.

1. Please explain briefly the following concepts – max 2-3 sentences explanation per concept.
Scoring: you can get max. 2 point per concept. Total 10 points.

1. Talent management
2. Selection
3. Distributive bargaining
4. Coercive understanding of HRM
5. Strategic understanding of HRM

2. Answer the following questions briefly (max. 200 words [appr ½ page] per question). *Scoring: you can get max. 5 points per question. Total 25 points.*

1. What is a role of line managers in HR (drawing for example on Purcell et al., 2003)?
2. How does burnout develop?
3. With reference to HRM, explain how to support employee creativity and innovativeness on individual, team and organization level?
4. Following French and Raven, what are the organizational and personal bases of power?
5. Explain the Job Demands - Resources Model of Burnout and Engagement (Shaufeli and Bakker, 2004; Hakanen, 2004)

3. Essay-type question. **Please provide an essay type answer on ONE of the two alternatives.** Write max. 3 pages answer for the essay question. *Scoring: you can get max. 15 points.*

Alternative 1. First explain the concept of psychological contract and how psychological contracts are formed and maintained, and then explain HRM system with its different techniques through the framework of psychological contract.

OR

Alternative 2. Explain the AMO theory of employee performance and discuss what the implications of this for HRM are?

GOOD LUCK!