1. describe what is meant by HR management
2. explain why HR policies, programs and plans are key to an organization’s success
3. discuss the difference between academic study and the practice of HR management.
4. How and why are HR strategies changing in modern organisations?
5. Explain what is meant by the term ‘high commitment work practices.’
6. Consider how high commitment work practices. ‘might be used to improve organizational performance.
7. What are the main elements of an HR strategy?
8. Consider whether an HR strategy can be a source of competitive advantage for an organisations.
9. explain why recruitment and selection is an important issue, particularly in relation to issues concerning commitment and attitude and workforce heterogeneity
10. describe the recruitment process, from the point of view of the need to avoid ‘automatic replacement syndrome’ and the need to compile a systematic job and person specification.
11. compare the different methods of recruitment, and ways of evaluating them.
12. compare the effectiveness of different methods of selection and make recommendations as to when they should be used
13. outline the key arguments in the debate as to whether there is a ‘one best way’ for recruitment and selection.
14. What is the difference between recruitment and selection?
15. What is meant by reliability and validity.
16. How should an HR adviser choose which selection technique to use?
17. What is the difference between a job specification and a person specification?
18. What would influence your use of tests in the selection process?
19. What is an assessment center?
20. What processes or procedures would you use to carry out shortlisting?
21. Discuss why interviews sometimes fail to select the ‘best’ person for the job.
22. Describe the training cycle.
23. What kinds of analysis make up the first part of the cycle?
24. Make a case for an organisations to continue to train and develop even during a recession.
25. Explain what needs to be considered before training is designed
26. Define what is meant by the ‘psychological contract’.
27. What are the key features of psychological contracts?
28. How does a psychological contract breach occur and what are the consequences?
29. What is the difference between breach and violation in the psychological contract?
30. How can organisations minimize the consequences of perceived contract breach?
31. Explain why organisations should take the psychological contract seriously.
32. Is individual performance-related pay likely to motivate?
33. Is performance-related pay doomed to failure?
34. ‘There is no such thing as a perfect payment system?’ Discuss.
35. Do you agree that pay can never motivate, it can only demotivate?
36. What factors should be taken into account in selecting a pay system?
37. Explain the three main elements of Vroom’s Expectancy Theory.
38. What factors should be taken into account in designing and implementing a performance appraisal system?
39. What accounts for management hostility towards performance appraisal?
40. How would goal-setting theory help a manager design an efficient and effective appraisal system?
41. Why do organisations continue to use performance appraisal given all the operational problems associated with it?
42. ‘Appraisal is more about tightening management control than improving employee performance.’ Discuss.
43. Outline Meredith Belbin’s theory on team roles and say how it could influence the success of a work team.
44. What are the five core job characteristics in Hackman and Oldham’s model?
45. What influences the job characteristics?
46. Taylor’s job designing and redesigning theory.
47. Herzberg’s job designing and redesigning theory.
48. How do the approaches and practices to employee involvement and participation differ?
49. How does collective bargaining differ from consultation?
50. What methods can be used to encourage employee participation?
51. ‘Effective employee resourcing rests on the organisation following ‘best practice’ guidelines on recruitment and selection.’ Critically evaluate this statement.
52. Define ‘reneging’ and ‘incongruence’ in the context of psychological contract violation and discuss what factors explain their occurrence.
53. What advice would you give organisations wishing to avoid or minimize perceptions of psychological contract breach amongst their employees?
54. What managerial objectives can be pursued using a reward system? Give examples to support your answer.
55. Using the process theories of motivation, critically evaluate the circumstances under which performance related pay is likely to fail in motivating employees.
56. Distinguish between ‘judgmental’ and ‘developmental’ appraisals.
57. When setting performance targets for appraisal purposes, what indicators can managers use?
58. Under what circumstances is team-working likely to be effective?
59. Compare and contrast ‘person-centered’ and ‘situation-centered’ explanations of women’s’ disadvantage in the labor market.
60. Discuss the limitations of the ‘business argument’ in relation to improving the position of women in the labor market.
61. What barriers exist to learning and how can they be overcome? Discuss with reference to people, resources and organizational barriers.
62. In a context of planning an organization’s workforce requirements, what is ‘numerical flexibility’?
63. Why might organisations want to achieve numerical flexibility?
64. Discuss practices that organisations can use to increase numerical flexibility.
65. Drawing on agency theory, discuss the circumstances under which incentive pay is likely to be effective.
66. Drawing on equity theory, discuss the importance of fairness in relation to pay satisfaction.
67. How can insights from goal-setting theory inform the design of performance appraisal schemes?
68. Critically evaluate the effectiveness of performance appraisals within organisations.
69. Explain the reasons why women may be disadvantaged in the labor market.
70. Discuss the advantages and disadvantages associated with using the Job Characteristics Model to redesign jobs.
71. Distinguish between ‘relational’ and ‘transactional’ contracts.
72. In relation to the position of women in the labor market, distinguish between the terms ‘vertical’ and ‘horizontal’ segregation.
73. What is the difference between task performance and contextual performance?
74. Why is organizational citizenship behavior understood as contextual performance?
75. Distinguish between ‘firm-specific’ and ‘transferable’ skills.