

**OLLSCOIL na hEIREANN, GAILLIMH  
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

**SUMMER EXAMINATIONS, 2000  
THIRD COMMERCE EXAMINATION**

**MANAGEMENT OF HUMAN RESOURCES - MG 304**

**Unit Value: 4**

Prof. Paul Willman

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Ms. Imelda Duggan

Ms. Mary Quinn

**Time allowed: THREE hours**

**Answer FOUR questions.**

**All questions carry equal marks**

**Question 1.**

Topics on the course in relation to payment systems included

- a) Salary surveys
- b) skills based pay
- c) annual (or annualised) hours.

Select one of these topics. For the topic you select, explain what the term means, how the approach or technique works in practice and any advantages and/or disadvantages associated with it. You should illustrate your answer with relevant examples.

**Question 2.**

- a) Briefly indicate the main objectives of a performance appraisal system.
- b) Discuss the issues which should be considered when developing or reviewing a performance appraisal system.
- c) Describe and comment on the appraisal interview, paying particular attention to any problems which might be anticipated.

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**Question 3.**

- a) What are the general underlying economic and business reasons for redundancies in organisations?
- b) If an organisation is planning to introduce a redundancy programme, what are the conditions under which a specific job or jobs may lawfully be made redundant?
- c) In introducing a redundancy programme, what are the issues and options facing employers, workers and trade unions?

**Question 4.**

- a) Suggest a framework for analysing employee participation which provides for the wide and varied range of practices which are referred to by this term.
- b) Identify two different practices currently in use in Irish organisations which could be described as participation. One of the practices you select should be the subject of legislation and one should be voluntary. For each practice you select, describe and analyse the nature of the participation, using the framework you described in part a).

**Question 5.**

- a) Why is employment equality an important issue for present-day personnel/human resource managers?
- b) Discuss the main issues which should be included in an organisation's Equal Opportunities Policy.
- c) Indicate briefly how you would recommend that this policy be communicated to employees.

**Question 6.**

New forms of work organisation and employment practices usually referred to under the umbrella of Human Resource Management present particular challenges for trade unions.

- a) Discuss the nature of these challenges.
- b) Identify and discuss the policy options for Irish trade unions, drawing from the ICTU's (1993) document "New Forms of Work Organisation - Options for Unions" or any other relevant source.