

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

**AUTUMN EXAMINATIONS, 2000**

**SECOND COMMERCE EXAMINATION  
HIGHER DIPLOMA IN BUSINESS STUDIES EXAMINATION  
THIRD YEAR BACHELOR OF CORPORATE LAW EXAMINATION**

**INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT - MG 302**

**Unit Value: 2**

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**Time allowed: TWO hours**

**Answer THREE questions.**

**All questions carry equal marks**

**Question 1.**

One factor which has been associated with the current success of the Irish economy has been the recent series of national level agreements. Outline the principal features which characterise these agreements and discuss their industrial relations and economic outcomes.

**Cont'd....**

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**Question 2.**

The Irish state has established a number of third party mechanisms to assist in the prevention and/or resolution of industrial disputes. Identify one such mechanism and describe it in detail.

**Question 3.**

Outline the main provisions of the current unfair dismissals legislation in Ireland.

**Question 4.**

There are certain functions that are typically carried out by the Personnel Department (or the Human Resource Management department, regardless of which title is used.) Identify and describe **six** of what you consider to be the most important of these functions.

**Question 5.**

Answer **either a) or b).**

- (a) What are the principal objectives and functions of a typical employer association in the area of employment relations?

**Question 5 (b)** is a multiple choice question. See following pages.

### QUESTION 5(b) : MULTIPLE CHOICE QUESTION

Choose the best answer from the responses listed. Use the Answer Sheet provided

**Marking system:**

**+1% for each Correct Answer**

**0% for No Answer**

**-1/4% for Incorrect Answer**

1. Under the Safety Health and Welfare at Work Act, 1989, every employer is required to
  - (a) consult with his/her employees
  - (b) give the Safety Representative time off with pay for training
  - (c) provide a safe place of work
  - (d) provide personal protective clothing and equipment as required
  - (e) all of the above
2. The Safety Health and Welfare at Work Act, 1989
  - (a) covers all workers
  - (b) covers industrial workers only
  - (c) covers farm and fishing workers only
  - (d) does not cover the self employed
  - (e) does not cover office workers
3. The Safety Health and Welfare at Work Act, 1989
  - (a) allows the cost of safety to be recouped from employees' wages
  - (b) places no obligations for safety on employees
  - (c) does not apply to workplaces with fewer than 5 employees
  - (d) requires that every workplace have a Safety Statement
  - (e) requires that every workplace have a Safety Representative
4. The Employment Equality Act 1998
  - (a) was the first piece of equality legislation on the Irish statute books
  - (b) provided a legal definition of sexual harassment
  - (c) does not cover discrimination due to sexual orientation
  - (d) does not cover victimisation
  - (e) does not cover indirect discrimination
5. PNR stands for
  - (a) Programme for Natural Resources
  - (b) Programme for Nominal Requirements
  - (c) Process for Notional Reinvestment
  - (d) Process of National Reinstatement
  - (e) Programme for National Recovery

6. Pay determination in Ireland
  - (a) involves trade unions, government and employers
  - (b) has been centralised since the end of the Second World War
  - (c) has been decentralised since 1982
  - (d) is under statutory control
  - (e) has followed the same pattern as the UK since 1989
  
7. In relation to pay agreements in Ireland:
  - (a) We have never had a three year pay agreement in Ireland
  - (b) We have never had a successful pay agreement in Ireland
  - (c) We have never had government involvement in pay agreements in Ireland
  - (d) Pay agreements in Ireland have always been voluntary
  - (e) The current pay agreement in Ireland is called the Programme for Voluntary Increases
  
8. Someone holding the pluralist perspective on the organisation
  - (a) Would prefer if there were no trade unions
  - (b) Believes trade unions are the cause of workplace conflict
  - (c) Advocates conflict resolution mechanisms
  - (d) Would support social revolution
  - (e) Wants to replace capitalism
  
9. Someone holding the unitarist perspective on the organisation
  - (a) supports trade union membership
  - (b) supports trade union recognition
  - (c) is unlikely to practice trade union avoidance policies
  - (d) is unlikely to emphasise communication between workers and management
  - (e) is likely to feel betrayed if employees look for trade union recognition
  
10. To be effective, employee selection should be followed by
  - (a) Human Resource Planning
  - (b) Induction
  - (c) Performance Appraisal
  - (d) A pay increase
  - (e) None of the above
  
11. A full page colour advertisement in the recruitment section of the Sunday Independent currently costs
  - (a) £2,000 – £4,000
  - (b) £5,000 – £9,000
  - (c) £10,000 – £15,000
  - (d) £16,000 – £20,000
  - (e) £21,000 – £30,000

12. Which of the following is NOT a method of job analysis
- (a) critical incident technique
  - (b) job description
  - (c) observation
  - (d) individual interview
  - (e) expert analysis
13. The Labour Relations Commission was established by the Industrial Relations Act of
- (a) 1932
  - (b) 1946
  - (c) 1964
  - (d) 1990
  - (e) 1995
14. Which of the following processes are used by third parties in the resolution of industrial relations disputes in Ireland?
- (a) Adjudication
  - (b) Arbitration
  - (c) Conciliation
  - (d) Investigation
  - (e) All of the above
15. Issues of legal rights and obligations in employment are dealt with initially by
- (a) The Labour Court
  - (b) A Rights Commissioner
  - (c) The Circuit Court
  - (d) An Industrial Relations Officer
  - (e) The District Court
16. Which of the following is the umbrella body for Irish trade unions?
- (a) The ICTU
  - (b) The TUC
  - (c) SIPTU
  - (d) The Labour Court
  - (e) The Labour Party
17. The single biggest trade union in Ireland is
- (a) MANDATE
  - (b) IBEC
  - (c) INTO
  - (d) IMPACT
  - (e) SIPTU

18. Which of the following is used by employers to avoid trade union recognition?
- (a) Sophisticated paternalism
  - (b) Corporate culture of trade union avoidance
  - (c) Promoting trade union activists
  - (d) Dismissing trade union activists
  - (e) All of the above
19. Which of the following has traditionally been the predominant industrial relations perspective in Ireland?
- (a) Marxism
  - (b) Pluralism
  - (c) Individualism
  - (d) Unitarism
  - (e) Nationalism
20. The first trade unions in Ireland were
- (a) general unions
  - (b) craft unions
  - (c) unskilled workers unions
  - (d) teachers unions
  - (e) credit unions
21. Which of the following is a feature of the Irish Industrial Relations model?
- (a) Labour Court rulings are typically legally binding
  - (b) There is no law requiring employers to recognize trade unions
  - (c) Agreements reached through collective bargaining are legally binding
  - (d) There is no protection for employees against unfair dismissals
  - (e) There is no legal provision for parental leave
22. A job description should include
- (a) The job title
  - (b) A list of duties to be carried out by the job holder
  - (c) Responsibility for other staff
  - (d) Location of the post
  - (e) All of the above
23. The process by which suitable candidates are attracted to apply for a post is called
- (a) selection
  - (b) induction
  - (c) person specification
  - (d) recruitment
  - (e) human resource planning

24. Which of the following is NOT used as a method of recruitment?
- (a) Third level college milk rounds
  - (b) Existing contacts
  - (c) Headhunting
  - (d) Psychometric testing
  - (e) Internal Advertising
25. In practice, the selection interview is
- (a) the most reliable selection technique
  - (b) the most valid selection technique
  - (c) an objective selection technique
  - (d) the most commonly used selection technique
  - (e) always carefully structured
26. The main target of employment equality activity in Ireland up to 1998 was
- (a) Age discrimination
  - (b) Gender discrimination
  - (c) Race discrimination
  - (d) Religious discrimination
  - (e) Sexual orientation discrimination
27. If 80% of the women in a mixed gender workforce are at the lowest level, this is an example of
- (a) vertical segregation
  - (b) direct segregation
  - (c) cross sectional segregation
  - (d) horizontal segregation
  - (e) natural segregation
28. Who are the most important parties in the industrial relations relationship?
- (a) the employer and the government
  - (b) the employer and the employee
  - (c) the government and the employees
  - (d) the trade unions and the employees
  - (e) the employer and the employer associations
29. Which of the following factors effect the industrial relations climate?
- (a) political party in power
  - (b) economics
  - (c) the media
  - (d) the E.U.
  - (e) all of the above

30. The Irish government currently adopts a \_\_\_\_\_ role in industrial relations?

- (a) confrontational
- (b) partnership
- (c) hostile
- (d) back seat
- (e) none of the above

31. What is the most important function of a trade union?

- (a) public representation
- (b) collection of subscriptions
- (c) lobbying government
- (d) collective bargaining
- (e) training

32. The largest Irish Employer Association is

- (a) Irish Business & Employers Confederation (IBEC)
- (b) Small Firms Association (SFA)
- (c) Small & Medium Enterprises Association (SMEA)
- (d) Construction Industry Federation (CIF)
- (e) Irish Pharmaceutical Association (IPA)

33. Which of the following is not a function of an Employer Association?

- (a) Maximise use of human resources
- (b) Develop good employer – employee relationship
- (c) Maintain managerial prerogative
- (d) Maximise returns to shareholders
- (e) Design production equipment