

OLLSCOIL NA hEIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SUMMER EXAMINATIONS 2002-03

MG304 – MANAGEMENT OF HUMAN RESOURCES

FINAL COMMERCE

Professor Jonathan Winterton

Professor Roy Green

Dr. Alma McCarthy

Ms. Maureen Maloney

Time Allowed: 3 hours

Answer any three questions.

Each question will be marked equally.

Answer each question on a separate answer book.

Question 1

Defend or criticise the following statement: "Personnel Management and Human Resource Management differ in name but not in substance."

Question 2

Scenario

You are a training and development consultant and have been employed by the Emerald Isle hotel group. Emerald Isle have 30 hotels around the country and believe that the General Manager in each hotel requires a management development training programme. They are not quite sure what skills and competencies specifically should be trained.

Question

You are required to compile a preliminary report to Emerald Isle setting out how you will conduct this project. Emerald Isle have specifically asked you to discuss the following issues in the report:

- Assessing the skills and competencies to be developed;
- The training methods you will adopt and how you will implement the training;
- How you will evaluate the training programme effectiveness..

Question 3

Critically evaluate the following statement. "The model of the flexible firm suggests three ways to exploit labour."

Question 4

Is the enterprise partnership model likely to be widely adopted? Discuss why or why not?

Question 5

A manufacturing firm decides to move from assembly line production to team-based cellular manufacturing. The CEO asks you, the head of HR, to develop policies and procedures to support this strategic initiative. What policies would you suggest? What steps would you take to devise and implement these policies?

Question 6

Describe the information bases used to develop a job-based pay structure. Explain why this method is both commonly used and widely criticised.

Question 7

Is the role of the HR department different in firms that are trade union represented as opposed to firms without trade union representation? Why or why not?

Question 8

"In recent years there has been a considerable degree of interest in the notion of 'best practice' HRM. ...This has resulted in assertions that a particular bundle of HR practices can increase profits irrespective of organisational, industrial, or national context" (Marchington & Grugulis, 2000: 1104).

Discuss the elements of best practice HRM and critically evaluate this approach to Human Resource Management.