

OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SUMMER EXAMINATIONS 2003-04

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

“Human resource management is now a term that is widely used but very loosely defined” (Guest, 1987: 503). Discuss this statement.

Question 2

Two years ago, you were appointed as HR manager for a medium-sized company (200 employees) that provides accounting services for small- and medium-sized firms (SMEs). Associates at your organisation are not trade union organised. The Managing Director is considering implementing employee involvement (EI) policies. She asks you to write a brief document defining EI, describing policies that might be implemented and discussing potential benefits and difficulties.

Question 3

“Recruiting and selecting the right employee talent is fundamental to organisational success”. Discuss the factors that lead to effective recruitment and selection processes in organisations.

Question 4

Personnel policies and procedures are important to ensure good people management practice. Discuss the issues organisations need to consider when devising effective disciplinary procedures and comment on the stages of the disciplinary process.

Question 5

Your organisation just signed an enterprise partnership agreement with the national trade union that represents your employees. As part of this agreement, management agreed to consider adopting either a gainsharing plan or an ESOP. The Managing Director of your company asked you to draw up a document comparing and contrasting the two collective forms of incentives.

Question 6

Describe the attitude of US multinationals to trade unions. Is their attitude based on principle or pragmatism? How does this impact on the human resource function?