

Ollscoil na hÉireann, Gaillimh
National University of Ireland, Galway

Semester I Examinations, 2003/2004
Front Page Template

Exam Code(s)	1AI3, ICR1
Exam(s)	MBS in Industrial Relations & Human Resource Management MBS in Corporate Strategy & People Management
Module Code(s)	MG544 & MG603
Module(s)	People Management & Development
Paper No.	1
Repeat Paper	Special Paper
External Examiner(s)	Professor Jonathan Winterton
Internal Examiner(s)	Professor Roy Green Dr. Tony Dundon Ms. Brian Harney

Instructions:

Answer any eight questions in Section A
 Answer any two questions in Section B
 Equal marks are allocated to each section

Duration 3hrs 4
 No. of Answer books

Requirements:

Handout
 MCQ
 Statistical Tables
 Graph Paper
 Log Graph Paper
 Other Material

No. of Pages 4
 Department(s)

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

SEMESTER I EXAMINATIONS 2003/04

**MBS in Industrial Relations & Human Resource Management
MBS in Corporate Strategy & People Management**

MG544 & MG603 People Management & Development

**Professor Jonathan Winterton
Professor Roy Green
Dr. Tony Dundon
Mr. Brian Harney**

Time Allowed: Three Hours

Answer ANY EIGHT questions in Section A

Answer ANY TWO questions in Section B.

Equal marks are allocated to each section

Section A

Answer ANY EIGHT questions in this section.

1. Identify and explain **four** limitations of the traditional view of the employment relationship.
2. The concept of the psychological contract has received a great deal of attention in the academic and practitioner literature in recent years. Identify **three employer** and **three employee** expectations associated with a positive psychological contract.
3. Explain the importance of both **intrinsic** and **extrinsic** motivators with regard to why people work.
4. Increasingly it is acknowledged that the management of people is one of the key links in generating competitive advantage. Identify **three** external influences that have brought this argument to the fore.
5. Is there a legitimate role for ethics in HRM? Provide a short justification for your answer.
6. Briefly describe what is meant by the 'Resource Based View of the Firm'.
7. Identify **three** barriers that may serve as obstacles to integrating strategy and PM&D in practice. Suggest how an organisation might try and overcome any **one** of these barriers.
8. What does the research on employee voice tell us about the effectiveness of different voice schemes at the workplace?
9. Distinguish between the terms **reliability** and **validity** in the context of selection, providing examples to illustrate your answer
10. What is meant by the terms 'vertical' and 'horizontal' integration?

Section B

Answer ANY TWO questions in this section.

1. Is the conflict associated with people management now a thing of the past in modern Irish workplaces?
2. "The psychological contract may not be sufficient to evaluate the complexities of the employment relationship because, although it explains violations and injustice, it does not explain very well how organisations manage conflict". Discuss.
3. Critically evaluate both the universal (best practice) and contingency (best fit) perspectives on high performance work systems.
4. "The assessment centre has been referred to as the Rolls Royce of selection methods". Is it justifiable to hold assessment centres in such high regard?
5. "Teamworking reflects a will to govern rather than a mechanism of government" (Knights and McCabe, 2003). Discuss.
6. It is argued that so-called 'good' non-union employers provide an attractive employment package as a means to 'substitute' trade union forms of employee representation. Assess whether or not such people management strategies provide a viable alternative to trade unions.
7. What do workers gain from employee involvement?