

OLLSCOIL NA hEIREANN, GAILLIMH  
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SEMESTER II EXAMINATIONS 2004-05

FINAL COMMERCE

MG329 CONTEMPORARY ISSUES IN BUSINESS POLICY &  
MANAGEMENT

Professor Jonathan Winterton

Professor Roy Green

Dr. Tony Royle

Dr. Tony Dundon

Dr. James Cunningham

Mr. Brian Harney

**Time Allowed: Two hours**

**Answer any two questions. Each question will be marked equally.**

**Answer each question on a separate answer book.**

***Question 1***

**Answer either A or B.**

- A. *"The mechanisms companies adopt to inform and consult employees are crucial to sustained organisational performance". Critically evaluate this statement, with particular reference to the strength of the relationship between employee voice and organisational performance.*
- B. Imagine you are a management consultant. Your services have recently been retained by a large American-owned multinational company, with approximately 6,000 employees in Ireland. The company would like you to provide a report on the implications of the European Directive on Employee Information and Consultation. The company already has a European Works Council (EWC) and there is a union recognition agreement with SIPTU. Union membership is currently 38% of the Irish workforce. In particular, the company would like:
- a brief explanation of what the Directive means;
  - a timeframe for when the Directive is likely to effect the company; and
  - your considered opinion of any specific implications particular to this company.

**Explain and justify your answer.**

### ***Question 2***

*'McDonald's respects and values its employees and is not anti-union'.*  
Critically examine this statement.

### ***Question 3***

“Strategic management is not a box of tricks or a bundle of techniques. It is analytical thinking and commitment of resources to action.” (Peter Drucker) Discuss the strategic management process. In your answer illustrate how effective strategic management may facilitate firms in their quest for competitive advantage.