

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

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**SEMESTER II EXAMINATIONS, 1998/99**

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**THIRD COMMERCE EXAMINATION**

**STRATEGIC MANAGEMENT OF HUMAN RESOURCES - MG 316**

**Professor P. Willman  
Mr. M. Moroney  
Mr. J. McAllister  
Ms. M. Quinn**

**Time Allowed: TWO AND A HALF HOURS**

**ALL QUESTIONS CARRY EQUAL MARKS.**

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Read the (Thorn Lighting Ltd, UK - a learning organisation) and answer **ALL** the questions.

1. Using the six dimensions of the strategic training and development model as outlined by Mabey and Salaman (1995), analyse human resource development (HRD) in Thorn Lighting Ltd, UK.
2. Describe the features of a learning organisation as outlined in the literature and compare them with the activities described in the case study company.
3. Assume that you are working in the human resources department of Thorn Lighting as the rewards specialist. Describe an effective rewards strategy to fit the company's strategy and culture.