

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

**SUMMER EXAMINATIONS, 1999
B. COMM. DEGREE EXAMINATION**

**MANAGEMENT OF HUMAN RESOURCES – MG 304
Unit Value: 4**

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**Time allowed: THREE hours
Answer FOUR questions
All questions carry equal marks**

Question 1.

Recent trends in relation to payment systems include

- (a) broad banding
- (b) skills based pay
- (c) annual (or annualised) hours.

Select **one** of these topics. For the topic you select, explain what the term means, how the approach or technique works in practice and what its advantages are over traditional methods. You should also explain any difficulties involved in implementing this approach in practice in an organisation which has up to now relied on more traditional methods. You should illustrate your answer with relevant examples.

Question 2.

Why is absenteeism an important issue for Personnel and Human Resource Managers? Describe a number of possible interventions in the absenteeism process, illustrating how they might work in practice to reduce absenteeism. Suggest also any drawbacks associated with the interventions you describe.

Question 3.

A manager with responsibility for training has a general objective to ensure that the organisation is making the most effective use of its training resources and that the training and development engaged in by employees contributes to the success of the entire organisation. In this general context, discuss in detail **two** of the following:

- (a) identification of training needs
- (b) selection of training methods
- (c) evaluation of training.

Question 4.

- (a) What are the general underlying economic and business reasons for the introduction of redundancy programmes in organisations?
- (b) If an organisation finds itself in a situation where a redundancy programme needs to be introduced, what are the conditions under which a specific job or jobs may **lawfully** be made redundant?
- (c) In introducing a redundancy programme, what are the issues and options facing employers, workers and trade unions?

Question 5.

- (a) Explain in detail your understanding of the term "employee participation".
- (b) Identify **three different practices** currently in use in Irish organisations which could be described as participation. For each practice you select, describe and analyse the nature of this participation. At least one of the practices you describe should be the subject of legislation and at least one should be a voluntary.

Question 6.

Drawing from the ICTU's (1993) document "New Forms of Work Organisation - Options for Unions", or from any other relevant sources, identify and explain what are the implications and the policy options for Irish trade unions of what are commonly referred to as new forms of work organisation.