

Ollscoil na hÉireann, Gaillimh
National University of Ireland, Galway

Semester 2 Examinations, 1999/2000

MASTER OF BUSINESS ADMINISTRATION
MANAGEMENT OF HUMAN RESOURCES II – MG 517

Professor P. Willman
Professor R. Green
Dr. L. Smyth

Time allowed: TWO hours

THREE questions to be attempted

ALL QUESTIONS CARRY EQUAL MARKS

1. In the context of selecting either software specialists OR maintenance engineers clearly explain FOUR of the following, using one of the above positions as an example to demonstrate your understanding of the concepts:
 - validity
 - reliability
 - structured interview
 - person description
 - competency
2. Your boss has a habit of rambling on a bit but you have learnt that occasionally there is a message worth listening to in the course of the rambling.

“We’ve always liked to grow our own timber,” he said. “Promotion from within gives people something to work for. Means you can keep good people too.”

You’ve heard all that before. He went on: “It’s possible I may not stay til sixty-five, you know. Another three years and I reckon I’ll be ready to bow out. Stay on the Board of course, but hand over to a younger person.”

He had your full attention now all right.

He leaned over, looked you in the eye. “Don’t let the lack of a successor be the barrier to your advancement,” he said.

You have given this quite some thought since then. You have been wondering just how to go about developing the two people who report to you.

Describe how you would go about developing your direct reports.

3. Write an essay on the significance of teams in modern organisational life.
4. Assume you are in charge of establishing a manufacturing operation from a green-field state. There will eventually be 600 people on the site, including production operatives, sales staff, R&D personnel and some administrative people. What design considerations would be in your mind in relation to Compensation and Benefits?