

OLLSCOIL na hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

AUTUMN EXAMINATIONS, 2000
THIRD COMMERCE EXAMINATION

MANAGEMENT OF HUMAN RESOURCES - MG 304

Unit Value: 4

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Prof. Roy Green

Ms. Imelda Duggan

Ms. Mary Quinn

Time allowed: THREE hours

Answer FOUR questions.

All questions carry equal marks

Question 1.

Topics on the course in relation to payment systems included

- a) Job Evaluation
- b) Skill-based pay.
- c) Performance related pay (PRP).

Select one of these topics. For the topic you select, explain what the term means, how the approach or technique works in practice and any advantages and/or disadvantages associated with it. You should illustrate your answer with relevant examples.

Question 2.

Why is the interview the subject of frequent criticism as a method for selecting employees? How would you advise someone who will be carrying out selection interviews to prepare for and to conduct these interviews in order to overcome some of the problems you have identified? You should pay attention to both administrative concerns and to concerns about the process.

Question 3.

What is your understanding of the term Human Resource Management (HRM)? In the course of your answer, indicate and illustrate how organisations pursuing very different personnel strategies can still use the term HRM in describing their distinct approaches.

Question 4.

Explain why and how the taking of disciplinary action against an employee can be a difficult area for Personnel/Human Resource Managers. What are the typical elements of a workplace disciplinary procedure? What are the issues a manager should bear in mind when faced with a breach of workplace rules and the possible need to implement the disciplinary procedure?

Question 5.

Some people use the terms "communication" and "participation" interchangeably. Explain clearly the meaning of the two terms, pointing out why care should be taken not to use them interchangeably. Illustrate, by means of relevant examples, how both communication and participation can be part of the implementation of an organisation's human resource policy.

Question 6.

- a) What are the general underlying economic and business reasons for redundancies in organisations?
- b) When an organisation is planning to introduce a redundancy programme, what are the conditions under which a specific job or jobs may lawfully be made redundant according to the current legislation?
- c) In introducing a redundancy programme, what are the issues and options facing employers, workers and trade unions?