



ICM

SEPTEMBER 2015

EMPLOYEE RELATIONS

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Briefly outline a standard grievance procedure and discuss why it is important to resolve grievances amicably and quickly. [20]
 2. Give your interpretation of the term **collective bargaining** and discuss what it means in reality to employer, employee and trade union. You may add value to your answer by giving an example of when such a bargaining process is commonly used. [20]
 3. Briefly describe an example of minor misconduct and follow it through a standard disciplinary process. Debate the importance of dealing with such misconduct issues efficiently and effectively. [20]
 4. Your organisation has reached a stage whereby it must make compulsory redundancies. Describe the process to be followed and discuss the approaches you would use to minimise the impact on the remaining staff. [20]
 5. What is an **employee relations strategy**? Discuss the impact of such a strategy on the organisation and its staff. [20]
 6. List the standard **written** terms of a contract of employment. Explain how you, as the HR manager, would ensure that all parties fully understand the purpose and implications of these terms. [20]
 7. How important is the trade union movement in today's world? Support your argument by considering the aims of the movement and its impact on staff and employers. [20]
 8. As the leader of the employer's 'side' in the next round of negotiations of an inflationary increase in salaries/wages, explain how you would develop a sound strategy through the use of a negotiation grid. Draw up a grid with best and worst case scenarios. [20]