



ICM

SEPTEMBER 2015

HUMAN RESOURCE DEVELOPMENT I

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. As the newly appointed HR manager, you have been tasked with 're-motivating' the staff. Making reference to a theory of motivation, explain how you would carry out this task. [20]
 2. Debate those elements you believe are essential to creating a highly motivated set of teams which can carry out their work efficiently and effectively. [20]
 3. Give the broad headings you would use when drawing up the human resource strategy and give THREE methods of how you would implement it. [20]
 4. Human resource planning is considered a vital tool to aid the organisation in achieving its mission. Detail all **external** factors you would consider when drawing up such a plan and explain their importance/relevance. [20]
 5. Briefly outline the THREE basic components to job design (job rotation, job enlargement and job enrichment). Expand your answer with further considerations of practical design of jobs in today's organisations – an example would be hot-desking – and discuss their impact. [20]
 6. Describe the **internal** factors to a human resource plan and evaluate the importance of EACH in ensuring the plan is effective and useful to the organisation. [20]
 7. Describe the standard activities of an **external** assessment centre and discuss the benefits of using such a service when recruiting to the management team. [20]
 8. Evaluate the usefulness of succession planning. [20]