



# ICM

SEPTEMBER 2015

HUMAN RESOURCE DEVELOPMENT II

**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. Many HR professionals hold the view that the **implied terms** within a contract of employment are a vital part of the relationship between staff and employers. What are they and how do they impact on day-to-day practices at work? [20]
  2. Give a clear description of THREE workplace benefits which do NOT involve a direct payment to staff. Discuss their impact on and value to the staff. [20]
  3. **Performance Related Pay** – what is it and is it the motivational tool that many believe it to be? [20]
  4. Discuss the benefits to be gained from working within the public sector. What might be the disadvantages to such employment? [20]
  5. Debate the value of vocational education for 14-18 year olds and discuss the impact on the organisation of school/college leavers having such skills. [20]
  6. Detail the common barriers to continuous learning. As the HR director, how would you assist staff to overcome such barriers? [20]
  7. a) Give a brief outline of the following types of contract of employment:
    - i Permanent
    - ii Fixed-term
    - iii Zero-hours
    - iv Part-time [8]  
b) Discuss when they are best used to the organisation's advantage. [12]
  8. Using your own experience and observations, discuss the concept and reality of 'Equality of Opportunity'. You may wish to include consideration of the impact of laws as used in the UK. [20]