



ICM

DECEMBER 2016

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.
 - a) Having given a brief description, evaluate the benefits of establishing a **negotiation grid** prior to entering the collective bargaining sessions. [10]
 - b) Explain in detail how you would ensure each member of your negotiation team fully understands and applies the plans established on the grid. [10]
 2. Why is it important to have a clearly established **grievance** policy and procedure? Discuss the pitfalls of an organisation not having such a policy procedure. [20]
 3. Briefly explain the term **employee relations strategy**, and discuss how you, as the HR director, would put such a strategy into practice. [20]
 4. Discuss the benefits of the collective bargaining approach to a large employer. Having outlined the role of the trade union in the workplace, discuss its merits in today's society. [20]
 5. 'The trade union movement is a defunct movement.' Debate this statement. [20]
 6. You are in the unenviable process of making redundancies. Discuss your approach to both calling for voluntary redundancies and then implementing compulsory redundancy notices. [20]
 7.
 - a) Explain the difference between gross misconduct and misconduct. Use examples. [10]
 - b) Discuss the importance of creating and following a clear disciplinary procedure. [10]
 8. Give a broad definition of the term **employee participation** and evaluate the methods which can be implemented to bring about such participation. [20]