



# ICM

DECEMBER 2016

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. Through the use of THREE examples, evaluate the benefits of job design. [20]
  2. Debate the value of succession planning. [20]
  3. You have been charged with drawing up the human resource plan focussing on the **external factors**. Detail all aspects of the PESTEL approach and discuss its benefits to developing the plan. [20]
  4. 'The HR strategy' – what is it and why is it beneficial to the smooth operation of the organisation? [20]
  5. Are external assessment centres a valid expenditure? Should the HR department take on this role? Discuss these questions, having very briefly explained the purpose and process of recruitment and selection. [20]
  6. Outline ALL aspects involved in drawing up the **internal** human resource plan. [20]
  7. Give a brief description of **teamwork** and evaluate its benefits to the individual, the team and the organisation. [20]
  8. Detail one content theory of motivation and apply this theory to an actual job with which you have experience. Evaluate the practicality of using such a theoretical approach to motivate staff. [20]