



# ICM

DECEMBER 2016

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. Briefly outline the common barriers to learning and then evaluate methods by which you, as the HR manager, could ensure staff overcome such barriers. [20]
  2. Analyse the benefits of ONE payment system. Consider the motivational aspects of the system you choose and then debate its cost effectiveness, focussing on performance and quality. [20]
  3. Do you believe that vocational education and training benefits the individual and the organisation? Give an explanation for your answer. [20]
  4. How effective is collective bargaining? When is it most appropriately used? Is it beneficial to 'both sides' involved in the process? [20]
  5. Are management development programmes a cost-effective way of training staff for the future? Outline a standard programme prior to beginning your analysis. [20]
  6. Analyse and debate any differences in HR practice between TWO countries of your choice. [20]
  7. Analyse THREE reward schemes (not wages/salaries/bonuses/commission) from the motivational point of view. [20]
  8. Having described the standard contents of a **zero-hours contract**, discuss its advantages and disadvantages to both the employer and employee. [20]