



# ICM

JUNE 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. You have been specifically appointed in the HR department to improve performance standards. Explain and analyse the strategies you would use to encourage a change in behaviour leading to higher outcomes. [20]
  2. Why, in your opinion, is it necessary to have a clear and accessible grievance procedure? [20]
  3. Collective bargaining – what is it? What is its purpose? Is it advantageous? Give your views considering both the employer's and employee's sides. [20]
  4. Discuss the importance of devising an employee relations strategy and outline how you would communicate this to the staff. [20]
  5. Unfortunately your organisation is forced to make some staff compulsorily redundant. Explain the process you will follow and evaluate the reasons why you would follow this process. [20]
  6. Evaluate the role of the trade union movement, both nationally and, using an example, within an organisation. [20]
  7. Discuss the importance of establishing a clear, understandable disciplinary procedure. [20]
  8. Initially describe a negotiation grid and then use an example of it to show the benefits of preparing such a grid prior to embarking on the negotiation process. [20]