



# ICM

JUNE 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. Many HR professionals use the term PESTEL when drawing up the human resource plan for the next 1-5 years. Explain and evaluate EACH element of the PESTEL process. [20]
  2. Describe and analyse every element which leads to effective and productive teamwork. [20]
  3. What is job design? Why is it important to use this tool when managing the human resource? [20]
  4. Using ONE theory of motivation, explain how you would communicate with staff to ensure that the theory is applied and demonstrated in performance. [20]
  5. Analyse all relevant INTERNAL factors you would consider when designing a 5-year HR plan. [20]
  6. Briefly describe a HR strategy and follow this with a discussion of its importance to the organisation. [20]
  7. Analyse the advantages to internal recruitment and specifically debate the benefits of succession planning to the organisation and its staff. [20]
  8. What advantages can an external assessment centre bring to the recruitment process? [20]