



ICM

JUNE 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. Describe the common barriers to learning and discuss how you, as the HR director, would assist staff in overcoming such barriers. [20]
 2. Choose one system of payment – describe it and analyse how it can motivate staff. [20]
 3. Discuss the benefits of a management development programme. [20]
 4. Using TWO countries as examples, evaluate the differences (if any) of HR practices. [20]
 5. Briefly outline the concept of vocational training/education and evaluate the potential benefits to an organisation looking to recruit school/college leavers to the organisation. [20]
 6. Analyse the effectiveness of collective bargaining. To add value to your answer, discuss the appropriate tools and strategies you would employ prior to such a meeting. [20]
 7. Discuss the motivational benefits of reward systems such as welfare schemes. Analyse why such non-monetary systems are important to both the staff and the organisation. [20]
 8. Describe fully the elements of a **zero-hours contract**. Analyse the benefits to the employer and discuss the effects such a contract can have on employees. [20]